Academic CV

Dr. Stefan W. Konlechner

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Stefan W. Konlechner is Senior Scientist at the Institute of Management Science (Research Group: Leadership & Strategy) at the TU Vienna (Austria). He received his master (2006) and doctoral (2010) degree of Business Administration from the WU Vienna (Austria), where he served as research assistant and lecturer from 2006 until 2009. From 2009 to 2021 he served as a post doc researcher at Johannes Kepler University Linz (institute of Leadership and Change Management). Stefan is a trained systemic coach and has held numerous courses on topics such as Organizational Learning and Change, Organization, Leadership, Management Development, Team Development, Human Resource Management, Strategic Human Resource Management, and Academic Writing.

His main research interests focus on organizational stability and change. For explaining the processes and dynamics of organizational change, he draws on various conceptual lenses. Among them are organizational ambidexterity, the dynamic capabilities approach, practice-based views on organizational routines, and the sensemaking perspective.

Stefans published research has appeared in a variety of academic journals, including the *Journal of Management, Human Relations, Strategic Organization, International Journal of Human Resource Management, International Journal of Technology Management, Organizational Dynamics, Schmalenbach Business Review, Review of Managerial Science, Zeitschrift für Personalforschung,* and *Industrielle Beziehungen*. He also co-authored books on *co-determination at Austrian universities* and on the *integration of social parameters into the compensation systems of senior executives*. He held more than 60 presentations on international conferences.

Since 2018 he is editor-in-chief of the "*Austrian Management Review*", an annual book series to promote theory-practice transfer and strengthen the relationships between scholars and practitioners. Between 2020 and 2022, he led a research project on the digital transformation of Upper Austrian Hidden Champions that won a research grant from the OeNB Jubiläumsfonds.

Personal Information

Date of Birth: April 3rd 1982 in Klosterneuburg (Austria)

Citizenship: Austrian

Education

2015 – 2016	Consulting and Training Group (currently offered by Beratergruppe Neuwaldegg; Austria) Certified Systemic Coach (2016)
2006 – 2010	WU Wien - Vienna University of Economics & Business (Austria) Doctorate (2010): Social & Economic Sciences; passed with distinction
2000 – 2006	WU Wien - Vienna University of Economics & Business (Austria) Diploma (2006): Social and Economic Sciences

Academic Appointments

2021 – ongoing	TU Wien (Vienna University of Technology) – Institute of Management Science, Leadership & Strategy Group *Senior Scientist* ***Major Research Projects (selection):*** Dealing with Safety Rules (Böhringer-Ingelheim); Establishing structural ambidexterity and managing the Re-Integration Process of New Ventures (Rosenbauer)
2009 – 2021	Johannes Kepler University Linz – Institute of Leadership & Change Management *Assistant Professor (Universitätsassistent mit Doktorat (ab 2010))* ***Major Research Projects (selection):*** Ambidextrous HRM in Hidden Champions (Rosenbauer, Wintersteiger); Capability Development (Silhouette); Introduction of CIRS in High Reliability Organizations (various hospital units in Linz and Vienna); Establishing Ambidexterity in Replicator Organizations (Ehinger-Schwarz); Managing Digital Transformation Processes (Rosenbauer, KTM, Palfinger, Würth)
2006 – 2009	WU Wien – Institute of Human Resource Management *Research and Teaching Assistant (Universitätsassistent ohne Doktorat)* ***Major Research Projects (selection):*** Labor Relations at Austrian Universities; development of compensation schemes in NPOs (various Austrian NPOs); CEO compensation schemes (in collaboration with the Hans Böckler-Stiftung)
2005 – 2006	WU Wien – Institute of Human Resource Management *Project Assistant* ***Research Project:*** Aging: Dealing with competence obsolescence in R&D-intensive firms (Austrian Research Centers)

Research

My research focuses on providing a better understanding of organizational change dynamics. Environmental volatility, uncertainty, complexity and ambiguity increasingly force organizational decision makers to implement change in order to adapt or even drive the markets. Such adaptation, however, is far from easy. My work analyzes the challenges decision makers face when trying to drive change and to explain how firms balance the forces of stability and change in increasingly turbulent times. To do so, I draw on a variety of theoretical lenses. Among them are the dynamic capabilities approach, the ambidexterity perspective, the sensemaking perspective or capability as well as practice theory-based conceptualizations of organizational routines.

Work in Progress

1. **"Tensions and the Ambidexterity Process"**
   In this paper, we examine the spin-off and subsequent re-integration process of an innovative venture in an Austrian Hidden Champion organization. Based on qualitative case study data, we particularly analyze the development of multiple tensions in the different phases of a dynamic ambidexterity process. (the working paper won a Best Paper Honorable Mention Award at the SMS Conference 2022)

2. **"Cognitive Mechanisms in Business Model Design"**
   In this paper, we investigate the interplay of different problem-solving heuristics in the context of creating new business models. Our study allows us to identify different functional as well as dysfunctional combinations of cognitive mechanisms in the accomplishment of complicated tasks.

3. **"Superstitious Learning in Organizations"**
   In this paper, we analyze the phenomenon of superstitious learning which occurs when individuals make a causal connection between an effect and an assumed cause for it, even though such a connection does not exist. Based on an analysis of the psychological roots of superstition and a review of superstitious learning in organizations, we develop a framework to synthesize drivers and remedies of superstitious learning.

4. **"Capability Redeployment"**
   In this paper, we focus on capability redeployment, which concerns the transfer of an existing organizational capability into a different market or industry, as a potential alternative to capability reconfiguration. We describe the process and discuss the sequential steps as well as the major obstacles firms face along the way of redeploying capabilities.

5. **"Strategies for Dealing with Safety Paradoxes"**
   In this paper, we address how two different units of an organization deal differently with the paradoxical tension between safety and efficiency in a high-reliability environment. In particular, we highlight different practices associated with both/and and either/or configurations.

Books and Monographies

1. von Eckardstein, Dudo/Konlechner, Stefan W. (2008): Vorstandsvergütung und gesellschaftliche Verantwortung der Unternehmung – Zur Berücksichtigung der gesellschaftlichen Funktion großer Kapitalunternehmen in Vergütungssystemen für die Mitglieder von Vorständen. München/Mering: Rainer Hampp Verlag.

2. von Eckardstein, Dudo/Konlechner, Stefan W. (2007): Die Betriebsräte des wissenschaftlichen Personals an österreichischen Universitäten – Bestandsaufnahme der gesetzlichen Neuregelung der Mitbestimmung. München/Mering: Rainer Hampp Verlag.

Peer-Reviewed Publications

1. Keller, Arne/Konlechner, Stefan/Güttel, Wolfgang H./Reischauer, Georg (2022). Overcoming path-dependent dynamic capabilities, *Strategic Organization*, 14761270221125807.

    (JourQual (A+-D): B; ABS (4*-1): 3; ABDC (A*-C): A; SCOPUS 2020: 7,0)

2. Schweiger, Sylvia/Konlechner, Stefan/Güttel, Wolfgang H. (2020). How Cooperation Reinforces Conflict Over Time: The Role of Simplified Images and Disidentification. *Project Management Journal*, Vol. 51, 62-76.

    (JourQual (A+-D): C; ABS (4*-1): 1; ABDC (A*-C): B; SCOPUS 2020: 5,1)

3. Konlechner, Stefan/Ambrosini, Veronique (2019): Issues and trends in causal ambiguity research: a review and assessment. *Journal of Management*, 45(6), 2352-2386.

    (FT50; JourQual (A+-D): A; ABS (4*-1): 4*; ABDC (A*-C): A*; SCOPUS 2020: 21,4)

4. Müller, Barbara/Konlechner, Stefan/Link, Karin/Güttel Wolfgang H. (2019): The emperor's new clothes: How dealing with failure prevents cultural change. *Organizational Dynamics*, Vol. 48, 100672.

    (JourQual (A+-D): C; ABS (4*-1): 3; ABDC (A*-C): A; SCOPUS 2020: 2,8)

5. Konlechner, Stefan/Latzke, Markus/Güttel, Wolfgang H./Höfferer, Elisabeth (2019): Prospective sensemaking, frames and planned change interventions: A comparison of change trajectories in two hospital units. *Human Relations,* Vol. 72, 706-732.

    (FT50; JourQual (A+-D): B; ABS (4*-1): 4; ABDC (A*-C): A*; SCOPUS 2020: 7,1)

6. Konlechner, Stefan/Müller, Barbara/Güttel, Wolfgang H. (2018): A dynamic capabilities perspective on managing technological change: a review, framework and research agenda. *International Journal of Technology Management*, Vol. 76, 188-213.

    (JourQual (A+-D): C; ABS (4*-1): 2; ABDC (A*-C): B; SCOPUS 2020: 2,0)

7. Konlechner, Stefan (2017): Organizational Search, Capability Reconfiguration, and Capability Reorientation: A Framework of Organizational Responses to Perceived Capability Gaps. *Journal of Competence-based Strategic Management*, Vol. 9, 109-135.

    (JourQual (A+-D): C)

8. Konlechner, Stefan/Müller, Barbara/Güttel, Wolfgang H./Koprax, Irina/Link, Karin (2016): A Wolf in Sheep's Clothing: The Role of Artifacts in Interpretive Schema Change. *Schmalenbach Business Review,* Vol. 17, 129-150.

    (JourQual (A+-D): B; ABS (4*-1): 2)

9. Garaus, Christian/Güttel, Wolfgang H./Konlechner, Stefan/Koprax, Irina/Lackner, Hubert/Link, Karin/Müller, Barbara (2015): Bridging knowledge in ambidextrous HRM systems: Empirical evidence from Hidden Champions. *International Journal of Human Resource Management,* Vol. 27, 355–381.

    (JourQual (A+-D): B; ABS (4*-1): 3; ABDC (A*-C): A; SCOPUS 2020: 6,9)

10. Güttel, Wolfgang H./Konlechner, Stefan/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.

    (JourQual (A+-D): B; IF 2020: 7,1)

11. Koprax, Irina/Konlechner Stefan (2014): Dynamic Managerial Capabilities in Action: Top Management Team Configuration and Asset Orchestration in High-Tech Start-Up Firms. *Journal of Competence-based Strategic Management*, Vol. 7, 11- 33.

    (JourQual (A+-D): C)

12. Güttel, Wolfgang H./Konlechner, Stefan/Müller, Barbara (2012): Entscheidungsmuster und Veränderungsarchitekturen in Wandelprozessen: Eine Dynamic Capabilities-Perspektive. *Zeitschrift für betriebswirtschaftliche Forschung*, Vol. 64, 630-654.

    (JourQual (A+-D): B; ABS (4*-1): 2)

13. Güttel, Wolfgang H./Konlechner, Stefan/Müller, Barbara/Trede, Julia K./Lehrer, Mark (2012): Faciliating Ambidexterity in Replicator Organizations: Artifacts in their Role as Routine-Re-Creators. *Schmalenbach Business Review*, Vol. 64, 187-203.

    (JourQual (A+-D): B; ABS (4*-1): 2)

14. Konlechner, Stefan/Güttel, Wolfgang H. (2011): Die Replikation organisationaler Routinen: Replikationsstrategien zwischen Templates und Prinzipien. *Jahrbuch Strategisches Kompetenz-Management*, Vol. 5, 1-27.

    (JourQual (A+-D): C)

15. von Eckardstein Dudo/Konlechner, Stefan (2011): Employer Behavior: Human Resource Management Research and Teaching in Germany and Austria. *Management Revue*, Vol. 22, 4/11, 312-324.

    (JourQual (A+-D): D)

16. Konlechner, Stefan/Güttel, Wolfgang H. (2010): Die Evolution von Replikationsstrategien. *Jahrbuch Strategisches Kompetenz-Management*: Ambidexterity, Vol. 4, 27-56.

    (JourQual (A+-D): C)

17. von Eckardstein Dudo./Konlechner Stefan (2009): "Professoren haben weniger Probleme, die machen sie meistens." Die Repräsentationsproblematik der Betriebsräte des wissenschaftlichen Personals an österreichischen Universitäten. *Industrielle Beziehungen*, Vol. 16, 1/09, 46-66.

> (JourQual (A+-D): C)

18. Güttel, Wolfgang H./Konlechner, Stefan (2009): Continuously Hanging by a Thread: Managing Contextually Ambidextrous Organizations. *Schmalenbach Business Review*, Vol. 71, 2/09, 150-172.

> (JourQual (A+-D): B; ABS (4*-1): 2)

19. Güttel. Wolfgang H./Konlechner, Stefan/Kohlbacher, Florian/Haltmeyer, Beate (2009): Strategies against Competence Obsolescence: The Case of Research- Intensive Organizations. *International Journal of Human Resources Development and Management*, Vol. 9, 2,3/09, 124-148.

> (JourQual (A+-D): C)

20. Brandl, Julia/Güttel, Wolfgang H./Konlechner, Stefan/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.

> (JourQual (A+-D): C)

21. Brandl, Julia/Güttel, Wolfgang H./Konlechner, Stefan/Beisheim, Magret/Elsik, Wolfgang/Eckardstein, Dudo von (2006): Entwicklungsdynamik von Vergütungssystemen in NPOs. *Zeitschrift für Personalforschung*, 4/06, Vol. 20, 356-374.

> (JourQual (A+-D): C)

Theory-Practice Transfer Publications

1. Lettner, Nicole/Konlechner, Stefan/Güttel, Wolfgang H. (2022): Radikale Innovationen und inkrementelle Veränderungen durch strukturelle Ambidextrie, *WING Business*, Vol. 55, 1/22, 26-30.

2. Bayer, Roman G./Latzke, Markus/Konlechner, Stefan (2020): Organisationales Katastrophen-management: Was Organisationen aus den Prinzipen des Managements von Katastrophen lernen können, *Austrian Management Review*, Vol. 10, 97-108.

3. Güttel, Wolfgang H./Grünauer, Johanna/Konlechner, Stefan/Müller, Barbara/Musil, Katharina/Prandstötter, Verena (2019): Scientific Consulting und Scientific Investigation: Analysen, Interpretationen und Perspektiven, *Austrian Management Review*, Vol. 9, 11-26.

4. Konlechner, Stefan/Latzke Markus (2018): A Song of Power and Influence – Was wir aus Game of Thrones über Macht, soziale Einflussnahme und deren Konsequenzen in Organisationen lernen können. *Austrian Management Review*, Vol. 8, 71-80.

5. Konlechner, Stefan (2017): Schwarze Katze von rechts! Wie abergläubisches Lernen Organisationen dazu führt verzerrte Bilder über ihre Umwelt zu entwickeln – und was dagegen unternommen werden kann. *Austrian Management Review*, Vol. 7, 55-62

6. Konlechner, Stefan (2016): Alles in Deckung. *Austrian Management Review*, Vol. 6, 30-38.

7. Konlechner, Stefan/Koprax, Irina (2014): Ich sehe was, was Du nicht siehst!? *Austrian Management Review*, Vol. 4, 12-18.

8. Konlechner, Stefan (2010): Spiel's noch einmal, Sam. *Austrian Management Review*, Vol. 1, 34-44.

9. Konlechner, Stefan/Güttel, Wolfgang H. (2009): Kontinuierlicher Wandel mit Ambidexterity. *ZFO - Zeitschrift für Führung und Organisation*, Vol. 78, 01/09, 44– 52.

10. von Eckardstein, Dudo/Konlechner, Stefan (2009): Ein Bonus für echte Werte. *Die Mitbestimmung*, Vol. 55, 4/09, 48-51.

Chapters in Books

1. Güttel, Wolfgang H./Müller, Barbara/Konlechner, Stefan/Gruenauer, Johanna/Musil, Katharina/Prandstötter, Verena (2019): Scientific Consulting und Scientific Investigation: Analysen, Interpretationen und Perspektiven. Güttel, Wolfgang H. (Ed).: Erfolgreich in turbulenten Zeiten: Impulse für Leadership, Change Management und Ambidexterity. München, Augsburg, 88-102. (Extended Reprint)

2. Güttel, Wolfgang H./Konlechner, Stefan/Latzke, Markus/Musil, Katharina (2019): Zuversicht im Wandel: Erwartungen, Erfahrung und Veränderungsdynamik. Güttel, Wolfgang H. (Ed).: Erfolgreich in turbulenten Zeiten: Impulse für Leadership, Change Management und Ambidexterity. München, Augsburg, 194-203.

3. Güttel, Wolfgang H./Konlechner, Stefan (2019): Entwicklungskräfte in Organisationen: Exploration, Exploitation und Ambidexterity. Güttel, Wolfgang H. (Ed).: Erfolgreich in turbulenten Zeiten: Impulse für Leadership, Change Management und Ambidexterity. München, Augsburg, 242-268.

4. Konlechner, Stefan/Güttel, Wolfgang H. (2019): Kontinuierlicher Wandel durch Ambidexterity: Formen, Einsatzbedingungen und organisationales Lernen. Güttel, Wolfgang H. (Ed).: Erfolgreich in turbulenten Zeiten: Impulse für Leadership, Change Management und Ambidexterity. München, Augsburg, 269-286. (Extended Reprint)

5. Güttel, Wolfgang H./Konlechner, Stefan (2014): Ambidextrie als Ansatz zur Balancierung von Effizienz und Innovativität in Organisationen. Burr, Wolfgang (Eds.): Innovation: Theorien, Konzepte und Methoden der Innovationsforschung, Stuttgart, 373-403.

6. Lackner, Hubert/Güttel, Wolfgang H./Konlechner, Stefan/Hansen, Nina Katrin/Garaus, Christian/Müller, Barbara (2013): Ambidextrous Learning Architectures and the Role of HRM Systems. Fernandel, Anabel et al. (Eds.): Shedding new lights on organisationla learning, knowledge and capabilities. Cambridge, 333-356.

7. Garaus, Christian/Güttel, Wolfgang H./Konlechner, Stefan/Lackner, Hubert/Müller, Barbara (2012): Ambidexterity. Carayannis, Elias/Campbell, David F.J. (Eds.): Encyclopedia of Creativity, Invention, Innovation, and Entrepreneurship. Berlin, New York, 52-56.

8. Konlechner, Stefan/Güttel, Wolfgang H. (2008): Kompetenzaktualisierung in forschungsintensiven Organisationen: Zwischen Monodexterity und Ambidexterity. In: Kasper, Helmut/Mühlbacher, Jürgen (Eds.): Wettbewerbsvorteile durch organisationales und individuelles Kompetenzmanagement Wien, 45-64.

9. Konlechner, Stefan/Güttel, Wolfgang H. (2008): Die Einbindung von Lernerfahrung in Replikationsstrategien. In: Eisenkopf, A./Opitz, C./Proff, Heike (Eds.): Strategisches Kompetenz-Management in der Betriebswirtschaftslehre: Eine Standortbestimmung. Wiesbaden, 13-19.

Conference Presentation & Proceedings

1. Keller, Arne/Martin, Alexander/Konlechner, Stefan/Güttel, Wolfgang H./Fortwengel, Johann (2022): Managing conflict patterns across different stages of ambidexterity: The stony pathway of a revolutionary firetruck, Strategic Management Society (SMS) 42nd Annual International Conference London (England), September, 17-20, 2022.

2. Konlechner, Stefan/Keller, Arne/Güttel, Wolfgang H. (2022): Opening the Black-box of Capability Redeployment. 82nd Annual Meeting of the Academy of Management, Symposium on Advancing Research on Capability Development and Reconfiguration, Seattle (USA), August 5-9, 2022

3. Garaus, Christian/Lettl, Christopher/Konlechner, Stefan (2022): Heuristics in business model designing: A configurational study. 38th EGOS (European Group of Organization Studies) Colloquium, Vienna (Austria), July, 7-9, 2022.

4. Keller, Arne/Martin, Alexander/Konlechner, Stefan/Güttel, Wolfgang H./Fortwengel, Johann (2022): Managing conflict patterns across different stages of ambidexterity: The stony pathway of a revolutionary firetruck. 13th International Symposium on Process Organization Studies, Rhodes (Greece), June, 25-28, 2022.

5. Gusenleitner, Nina/Güttel, Wolfgang H./Konlechner, Stefan/Gruenauer, Johanna (2020): Tracing the Cognitive Microfoundations of Capability Development Trajectories: The Role of Perceived Identity and Openness to Technological Opportunities. 36th EGOS (European Group of Organization Studies) Colloquium, Hamburg (Germany), July, 2-4, 2020.

6. Konlechner, Stefan/Güttel, Wolfgang H. (2019): Replication: A Co-Evolutionary Perspective. Strategisches Kompetenz-Management (SKM)-Conference, Stuttgart (Germany), September 25-27, 2019.

7. Güttel, Wolfgang H./Konlechner, Stefan/Latzke, Markus/Paparella, Caroline (2019): Performing in a Straightjacket: How Organizations Deal Effectively with Publicly Demanded Safety Rules Tightening. 35th EGOS (European Group of Organization Studies) Colloquium, Edinburgh (United Kingdom), July, 4-6, 2019.

8. Güttel, Wolfgang H./Konlechner, Stefan/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.

9. Güttel Wolfgang H./Grünauer, Johanna/Konlechner, Stefan (2018): Cross-functional Ambidexterity as a Means for Managerial Frame Integration: The Dynamics of (Im-) Balancing Exploration and Exploitation. 78th Annual Meeting of the Academy of Management Symposium on Microfoundations of Ambidexterity, Chicago (USA), August 10-14, 2018.

10. Keller, Arne/Güttel Wolfgang H./Konlechner, Stefan/Reischauer, Georg (2017): How to become a different kind of company: Dynamic capabilities and path-breaking change? 10th SKM Symposium, September, 28-29, 2017.

11. Schweiger, Sylvia/Güttel, Wolfgang H./Konlechner, Stefan (2017): The path towards reinforced disidentification: A process perspective on identity stability and identification dynamics. 34th EGOS Colloquium, Copenhagen (Denmark), June, 6-8, 2017.

12. Konlechner, Stefan/Latzke, Markus/Güttel, Wolfgang H./Höfferer, Elisabeth (2017): Prospective Sensemaking During Planned Change Interventions: A Comparison of Two Hospital Units. Jahrestagung der Kommission Organisation des Verbands der Hochschullehrer Betriebswirtschaft (VHB). Hamburg (Germany), February, 17-18, 2017.

13. Konlechner, Stefan (2016): A Framework of Organizational Reactions to Perceived Capability Gaps: Capability Reconfiguration and Capability Reorientation as Coping Mechanisms. 16th EURAM European Academy of Management Conference. Paris (France), June, 1-4, 2016.

14. Konlechner, Stefan (2016): Issues and Trends in Causal Ambiguity Research: A Review and Extension. Jahrestagung der Kommission Organisation des Verbands der Hochschullehrer Betriebswirtschaft (VHB). Zürich (Switzerland), February 18-19, 2016.

15. Konlechner, S./Bierecker, M. (2015): Lagging one step ahead: An examination of barriers to cross-functional ambidexterity. 9th SKM Symposium. Bochum, Germany. September 21-22, 2015.

16. Konlechner, Stefan/Müller, Barbara/Güttel, Wolfgang H./Koprax, Irina/Link, Karin (2015): "A Wolf in Sheep's Clothing": Organizational Defense in Interpretive Schema Change. Jahrestagung der Kommission Organisation des Verbands der Hochschullehrer Betriebswirtschaft (VHB). Zürich (Switzerland), February 12-13, 2015.

17. Güttel, Wolfgang H./Konlechner, Stefan/Müller, Barbara/Link, Karin/Koprax, Irina (2015): Surgical Intervention for Improving Safety Standards in a Hospital: Elaborating Organizational Defense Mechanisms. VHB Kommission Personal. Graz (Austria), September 25-26, 2014.

18. Güttel, Wolfgang H./Konlechner, Stefan/Müller, Barbara (2014): A Paradox Perspective on Dynamic Capabilities. Dynamic Capabilities-Symposium, Vienna (Austria), September 10-12, 2014.

19. Güttel, Wolfgang H./Konlechner, Stefan/Trede, Julia (2013): The Complementary Roles of Context and Structure for Ambidexterity: Empirical Case-study Evidence. 30th EGOS Colloquium, Rotterdam (The Netherlands), July 3-5, 2014.

20. Güttel, Wolfgang H./Konlechner, Stefan/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, Rhodes (Greece), June 19-21, 2014.

21. Güttel, Wolfgang H./Konlechner, Stefan/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.

22. Güttel, Wolfgang H./Konlechner, Stefan/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.

23. Konlechner, Stefan/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.

24. Güttel, Wolfgang H./Konlechner, Stefan (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.

25. Güttel, Wolfgang H./Konlechner, Stefan/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.

26. Konlechner, Stefan/Güttel, Wolfgang H. (2012): Strategien der Kompetenzaktualisierung in ambidextren Organisationen. VHB Kommission Personal. Hamburg (Germany), September 27-28, 2012.

27. Güttel, Wolfgang H./Konlechner, Stefan (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.

28. Koprax, Irina/Mayrhofer, Eva-Maria/Konlechner, Stefan/Güttel, Wolfgang H. (2012): Managing complexity in knowledge-intensive organizations. A dynamic perspective on balancing exploration & exploitation 28th EGOS Colloquium, Helsinki (Finland), July 5-7, 2012.

29. 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 Colloquium. Helsinki (Finland), July 5-7, 2012.

30. Garaus, Christian/Müller, Barbara/Güttel, Wolfgang H./Konlechner, Stefan/Lackner Hubert (2012): Balancing and fueling exploration and exploitation: The role of project designs for absorptive capacity and ambidexterity in R&D focused organizations. 7th Conference for Organizational Learning, Knowledge and Capabilities (OLKC), Valencia (Spain), April 25-27, 2012.

31. Güttel, Wolfgang H./Lackner, Hubert/Garaus, Christian/Konlechner, Stefan/Müller, Barbara (2012): A Dynamic Model of Ambidexterity, 7th Conference for Organizational Learning, Knowledge and Capabilities (OLKC), Valencia (Spain), April 25-27, 2012.

32. Güttel, Wolfgang H./Konlechner, Stefan/Müller, Barbara (2012): Dynamic Capabilities: Decision-Making Patterns and Change Architectures. Competence-based Strategic Management Workshop, Duisburg (Germany), March 2012.

33. Lackner, Hubert/Güttel, Wolfgang H./Garaus, Christian/Konlechner, Stefan/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.

34. Güttel, Wolfgang H./Konlechner, Stefan/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.

35. Güttel, Wolfgang H./Garaus, Christian/Konlechner, Stefan/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.

36. Güttel, Wolfgang H./Konlechner, Stefan/Müller, Barbara (2011): The Boundaries of Rule-breaking: Dynamic capabilities and Organizational Defense. 27th EGOS Colloquium, Gothenburg (Sweden), July 7-9, 2011.

37. Güttel, Wolfgang H./Konlechner, Stefan/Müller, Barbara/Trede, Julia K./Lehrer Mark (2011): Replicating Routines: Artifacts in their Role as Routine-Re-Creators. 27th EGOS Colloquium, Gothenburg (Sweden), July 7-9, 2011.

38. Lackner, Hubert/Garaus, Christian/Güttel, Wolfgang H./Konlechner, Stefan/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.

39. Lackner, Hubert/Garaus, Christian/Güttel, Wolfgang H./Hansen, Nina K./Konlechner, Stefan/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.

40. Garaus, Christian/Güttel, Wolfgang H./Konlechner, Stefan/Lackner, Hubert/Müller, Barbara (2011). Contextual ambidexterity: Enhancing absorptive capacity through project structures. 11th EURAM European Academy of Management Confernce. Tallinn, Estonia, June, 1-4, 2011.

41. Güttel, Wolfgang H./Konlechner, Stefan/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.

42. Güttel, Wolfgang H./Konlechner, Stefan/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), Rauischholzhausen, Deutschland, November 10-12, 2010.

43. Güttel, Wolfgang H./Konlechner, Stefan/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.

44. Güttel, Wolfgang H./Konlechner, Stefan (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.

45. Güttel, Wolfgang H./Konlechner, Stefan (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.

46. Güttel, Wolfgang H./Konlechner, Stefan (2010): Dynamic Capacity: A Reconceptualization and Microfoundation of Dynamic Capabilities. 4th International Conference on Organizational Routines. Nice (France), June 11- 12, 2010.

47. Güttel, Wolfgang H./Konlechner, Stefan (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.

48. Güttel, Wolfgang H./Konlechner, Stefan (2009): Market Dynamics, Organizational Design, and Replication Strategies: A (Co-)evolutionary Pperspective. Annual Meeting of the Academy of Management (AoM) 2009 in Chicago (IL; United States), August 7-11, 2009.

49. Güttel, Wolfgang H./Konlechner, Stefan (2009): Exploring the Context of Contextually Ambidextrous Organizations. 25th EGOS (European Group for Organizationional Studies) Colloquium in Barcelona (Spain), July 2-4, 2009.

50. Güttel, Wolfgang H./Konlechner, Stefan (2009): Co-Evolutionary Perspective on Replication. 9th Annual Conference of the European Academy of Management (EURAM), Liverpool (United Kingdom), May, 11-14, 2009.

51. Güttel, Wolfgang H./Konlechner, Stefan (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.

52. Güttel, Wolfgang H./Konlechner, Stefan (2008): Dynamic Capabilities, Market Dynamics, and Development Modes. Strategic Management Society (SMS) 28th Annual International Conference in Köln (Germany), October 12-15, 2008.

53. Konlechner, Stefan/Güttel, Wolfgang H. (2008): Contradicting Evolution: The Role of Innovation in Replication Strategies. 8th International Conference of Competency based Management (ICCBM) in Copenhagen (Denmark), October 1-3, 2008 (participation cancelled).

54. Güttel, Wolfgang H./Konlechner, Stefan (2008): Learning whilst Replicating: The Evolution of Replication Strategies. 24th EGOS (European Group for Organizationional Studies) Colloquium in Amsterdam (The Netherlands), July 10-12, 2008.

55. von Eckardstein, Dudo/Konlechner, Stefan (2008): „Professoren haben keine Probleme, die machen sie meistens" – Der Umgang der Betriebsräte des wissenschaftlichen Personals an den österreichischen Universitäten mit der Repräsentationsproblematik. Jahrestagung der Kommission Hochschulmanagement des Verbands der Hochschullehrer Betriebswirtschaft (VHB). Munich (Germany), February 22-23, 2008

56. Güttel, Wolfgang H./Konlechner, Stefan (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.

57. Güttel, Wolfgang H./Konlechner, Stefan (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 (honorable mention best conference paper award).

58. Güttel, Wolfgang H./Konlechner, Stefan (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.

59. Güttel, Wolfgang H./Konlechner, Stefan (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.

60. Güttel, Wolfgang H./Konlechner, Stefan (2007): Strategien zur Kompetenzaktualisierung: empirische Befunde aus forschungsintensiven Organisationen. 69. Jahrestagung des Verbands der Hochschullehrer Betriebswirtschaft (VHB). Paderborn (Germany), May 31-June 2, 2007.

61. Güttel, Wolfgang H./Konlechner, Stefan (2007): Change Routines and Ambidextrous Learning: Empirical Results from Research-intensive Firms. 3rd International Conference on Organizational Routines. Strasbourg (France), May 25- 26, 2007.

62. Güttel, Wolfgang H./Konlechner, Stefan/Haltmeyer, 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.

63. Güttel, Wolfgang H./Konlechner, Stefan/Elsik, 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.

Dissertation

1. Konlechner, Stefan (2010): Strategisches Lernen und Dynamic Capabilities: Eine kritische Analyse des Dynamic Capabilities-Ansatzes unter besonderer Berücksichtigung der organisationalen Balance zwischen Wandel und Stabilität. WU Wien.

Diploma Thesis

1. Konlechner, Stefan (2006): Kausale Ambiguität und ihre Rolle im Zwiespalt zwischen Imitationsbarriere gegenüber Konkurrenten und Faktormobilitätsschranke beim Wissens- und Technologietransfer. WU Wien.

Editorial Activities

1. Güttel, Wolfgang H./Konlechner, Stefan (2018-to date): Austrian Management Review.

2. Güttel, Wolfgang H./Konlechner, Stefan (2012): Special Issue on "Strategic Learning" in 6th Issue of Jahrbuch Strategisches Kompetenz-Management.

Teaching

My teaching on Bachelor level, Master level, as well as in executive education contexts aims at helping learners develop solutions for management problems and challenges. Depending on the aims and scope of the course I teach, I draw on various ways to achieve this: 1) It is my firm belief that decision-making greatly benefits from being able to draw on theoretical insights and extant empirical findings; 2) Giving room for reflection and experimentation helps to deepen the understanding of a particular study matter and provides fertile ground for a learning atmosphere; 3) Learning from the experience of peers helps to ensure the multiple viewpoints on a study matter. As a result, I try to combine theoretical inputs, experience-based learning, and case study-based teaching.

Teaching Commitments

TU Wien: Master (since 2021)
Course: Master Thesis Seminar, Research Seminar, Change Management, Project Management

Academy for Continuing Education (ACE)/TU Wien: MBA (since 2022)
Courses: Academic Writing for Practitioners, Leading Change

WU Executive Academy (since 2023)
Course: Organization

Controller Institut Vienna (Austria): MBA (2015)
Course: Human Resource Management

LIMAK Austrian Business School/Johannes Kepler University Linz (Austria): MBA (since 2012)
Selected Courses: Human Resource Management, Leading High Performance Teams, Organization, Academic Writing for Practitioners

University of Applied Science FHWien (Austria): Bachelor; Master (since 2012)
Course: Strategic Human Resource Management

University of Applied Science Joanneum Graz (Austria): Diploma Studies; Bachelor (2011)
Course: Organization

Johannes Kepler University Linz (Austria): Diploma Studies; Bachelor; Master (2009-2022)
Selected Courses: Master Thesis Seminar, Bachelor Thesis Seminar, Research Seminar, Team Development & Group Dynamics, Management Development, Social Learning & Change, Learning & Knowledge, Strategic Human Resource Management, Administrative Human Resource Management

WU Vienna (Austria): Diploma Studies; Bachelor; Master (2006-2012)
Selected Courses: Human Resource Development (Personalentwicklung), Human Resources, Leadership, Organization (Personal, Führung und Organisation)

Supervision of Theses

Supervision of more than 100 Bachelor Theses (JKU Linz), Master Theses (JKU Linz; FHWien; TU Wien), MBA Theses (Limak, ACE), & Diploma Theses (WU Vienna; JKU Linz) (between 2006 and 2022) covering a broad range of topics.

Insights into selected courses

Human Resource Management

Objectives: The objectives of this course are:
- developing a basic understanding of the theoretical fundamentals of human resource management
- understanding the design of HR architectures as a strategic challenge in organizations
- gaining application-oriented knowledge of HR tasks and to critically reflect these tasks against the background of theoretical models

Content: The topics include, for example, recruitment, induction, and socialization of new employees, the design of performance appraisal instruments and compensation systems, as well as the planning of human resource development measures. The discussion of individual HRM practices is always embedded in the organizational context. HRM is thus seen as an integrative part of the strategic orientation of firms.

Leadership

Learning outcomes: The objectives of this course are:
- understanding leadership fundamentals and overview key leadership theories
- understanding motivation and communication as leadership challenges
- becoming able to critically reflect on leadership behavior

Content: The course deals with the basics of leadership. The course includes a structured examination of leadership theories as well as the topics of power and (micro-)politics in organizations. In addition, human resource management challenges for leaders/managers (selection, induction, and performance appraisal) are addressed. A particular emphasis lies on the topics of motivation and communication.

Change Management

Learning outcomes: The objectives of this course are:
- understanding and applying key concepts and theoretical perspectives of change management
- analyzing complex challenges in the context of organizational change management and plan measures to support change in firms
- understanding how balancing change dynamics shapes the long term development of an organization

Content: Major topics of the course are organizational culture, organizational learning at different levels (individual, group, organization), planned change (change management) as well as ambidexterity (the coupling of different organizational learning modes). In addition, a large change lab exercise helps understanding basics of intervention into organizations and how mental pictures of decision makers about organizations influence which types of intervention actors choose when trying to change an organization.

Group Development and Team Dynamics

Learning outcomes: The objectives of this course are:
- understanding group dynamics, processes and roles in teams
- becoming able to coordinate teams efficiently and in a targeted manner, and to recognize, analyze and resolve conflicts in teams.
- gaining experience with the need for teamwork in connection with leadership and dealing with diversity

Content: Reflection of one's own behavior in group settings; combining insights from personal experience with theoretical insights of dynamics in groups; methods and tools for team development; collaboration of groups and organizations across cultures; instruments and skills to handle social processes in groups

Academic Writing / Master Thesis Boot Camp

Learning Outcomes: After completing the course, participants will be able
- to answer central questions regarding the preparation of academic papers
- will have gained a clear view of their own projects during the course,
- and will know which steps are necessary for the preparation of seminar papers and master's theses and what needs to be observed during these steps.

Content: The course offers insights into the topic of academic working/writing. Different aspects are addressed. In particular, these are (1) Finding a topic (What makes a good, workable topic? How do I formulate a research question from a vague idea?), (2) Time and project planning (how do I create time resources for myself to work on my project, how much time do I want and may I estimate for which work step?), (3) Literature research (How do I find good literature? How do I save time in literature review and reading? How can I assess the quality of my sources?), (4) Organization and structuring of the thesis (Which sections does a proposal or a master's thesis contain? What should be in each of these sections? How do I put my thoughts into a logically comprehensible chain?), (5) Empirical work (What methods of data collection and analysis are possible and appropriate for a master's thesis?), (6) Formal composition (How does the academic writing style differ from journalistic writing style? How and what do I cite correctly?).

Research Grants

I am currently leading a research project entitled "Digital Transformation as Path Development of Hidden Champions: Break, Extension, or Maintenance?" Drawing on concepts such as organizational ambidexterity and path dependence/breaking, we analyze how Austrian Hidden Champions ("Leitbetriebe") manage current digital transformation challenges. The project started in March 2020. Scheduled running time is three years. Project members are Dr. Arne Keller, MMag.ª Katharina Musil, and Mag.ª Nicole Lettner. The papers that we plan on the topic are an important part of their habilitation and dissertation theses. The project is funded with 199.000,00 EUR (project No. 18133).

Community Activities

My community activities comprise three important aspects: editorial activities, organization of conferences and workshops as well as reviewing for academic journals and funding institutions. Since 2018 I am editor-in-chief of the Austrian Management Review. The journal is annually published and focuses on bridging theory and practice. In the past, I have also co-edited a Special Issue of the Jahrbuch Strategisches Kompetenz-Management (now: Journal of Strategy, Competences & Management) on „Strategic Learning" (2012). I also co-organized several conferences and workshops on Competence-based Strategic Management and serve as ad-hoc reviewer for journals such as Journal of Management Studies, Human Relations and Journal of Management Inquiry as well as funding institutions such as the OeNB Jubiläumsfonds.

Organization of Conferences & Workshops (selection)

1. Güttel, Wolfgang H./Konlechner, Stefan W. (2016): Organizer of the 2nd Change Symposium of the Competence-based Strategic Management/Strategisches Kompetenz-Management Community, Vienna (Austria), September 21-23, 2016.

2. Güttel, Wolfgang H./Konlechner, Stefan W. (2014): Organizer of the 1st Change (Dynamic Capabilities) Symposium of the Competence-based Strategic Management/Strategisches Kompetenz-Management Community, Vienna (Austria), September 10-12, 2014.

3. Güttel, Wolfgang H./Konlechner, Stefan W. (2011): Organizer of the 8th SKM (Strategisches Kompetenz- Management/Competence-based Strategic Management) Conference. Linz (Austria), September, 2011.

Ad-hoc Reviewer

Journal of Management Studies, Human Relations, Journal of Management Inquiry, Long Range Planning, R&D Management, European Management Journal, International Journal of Management Reviews, Scandinavian Journal of Management, International Journal of Human Resource Management, International Journal of Knowledge Management Studies, Technological Forecasting & Social Change, International Journal of Technology Management, Journal of Small Business Management, Business Research, Journal of Competence based Strategic Management, IEEE Transactions on Engineering Management, etc.