



Conference programme

To attend the PREP2026 Conference online on Zoom, please register through our website
[Paradox Research, Education and Practice Conference 2026](#)

Enquiries

prep2026.conference@gmail.com

Organising committee

Conference chairs

[Siarhei Manzhynski](#) - Umeå School of Business, Economics & Statistics, Umeå University

[Rikke Nielsen](#) - Department of Communication & Psychology, Aalborg University (Copenhagen campus)

[Gamila Shoib](#) - University of Bath, School of Management

Research track chairs

[Harald Tuckermann](#) - Center for Healthcare, St. Gallen University

[Uffe Willemoes-Wissing](#) - Henley Business School

Education track chairs

[Marc Krautzberger](#) - University of Edinburgh Business School

[Safoora Wajahat](#) - Macquarie University

Practice track chairs

[Jennifer Sparr](#) - University of Zurich

[Chinue Uecker](#) - Jack Welch Management Institute, Strayer University

[Ferran Torres Nadal](#) - Rotterdam School of Management

Programme/event chairs

Awards

[Xin Li](#) – Newcastle Business School

Mentoring Programme

[Mary Skordia](#) - The American College of Greece

PhD Reading Group

[Gulce Cuhaci Tasdelen](#) - EDLITA

Welcome

Welcome to the 4th online Paradox Research Education and Practice 2026.

The conference has three tracks that correspond to its three pillars: Research, Education, and Practice.

Our programme shows sessions in three time-zones (CET, EDT, AEDT). All slots have been scheduled to accommodate colleagues from around the globe.





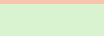

Sessions may run in parallel. This enables us to stick to keeping the programme compact and in time.

We have arranged panel discussions that should appeal to all three track audiences.

This year our online conference, is complemented by two in-person hubs: Newcastle Business School, Newcastle, UK and Inner Mongolia University of Technology, Hohhot, China.

Programme key

*** Note that paper sessions can run in parallel.**

	Paper Presentations*
	Panel
	Ceremonial
	Reflection
	BREAK
	OTHER

Day 1 – Monday 23 March 2026

Overview

Central European Time (CET)	Eastern Daylight Time (EDT)	Australian Eastern Daylight Time (AEDT)	Session details
9 – 9.30am	4 – 4.30am	7 – 7.30pm	Conference opening
9.30 – 10.30am	4.30 – 5.30am	7.30 – 8.30pm	Research Panel Beyond Metaphor: Navigating the Risks and Rewards of Borrowing from Hard Sciences for Paradox Scholarship Panel Chair: Xin Li Main room
10.30 – 11am	5.30 – 6am	8.30 – 9pm	Break (30 minutes)
11am – 12.30pm	6 – 7.30am	9 – 10.30pm	Practice Workshop: Social Innovation is a Both/And Main room Session Chair: Jennifer Sparr Speaker: Cynthia Hansen, Innovation Foundation (The Adecco Group) Social innovation requires both/and thinking. Consider Eloiza, a highly educated mid-career woman who needed to revalue her skills from a new perspective to succeed in a different country. Or examine jobs for mature workers and unretirement, which only work when organizations support both health and ability. Remarkably, solutions developed for one group often solve problems for entirely different populations. This workshop presents examples of our work, impact, and innovation methods. Participants will apply these approaches through interactive discussion in a fireside chat/fishbowl format.
12.30 – 1pm	7.30 – 8am	10.30 – 11pm	Break (30 minutes)

1 – 3pm	8 – 10am	11pm – 1am	Research Track Paper Sessions
1 – 3pm	8 – 10am	11pm – 1am	<p>Breakout room 1: HRM and Family Business Chair: Clemens Krüger</p> <p>How Chinese Digital Labor Platform Responds to Competing Demands on HRM: An Exploratory Case Study <i>Presenter: Lei Meng</i></p> <p>Walking the Tightrope: How Business Families Integrate Decision-Making Paradoxes to Enhance Firm Performance <i>Presenter: Krüger Clemens</i></p> <p>Open Strategy and the Disparities Between Discursive Practice and Practice in Action: A Case Study from Paradox Theory <i>Presenter: Cassia Heinzen</i></p>
1 – 3pm	8 – 10am	11pm – 1am	<p>Breakout room 2: Leadership Chair: Arno Bakkeren</p> <p>Leading a Both/And Company: The Case of an In-House Marketing Agency <i>Presenter: Lars Kjartan Bacher Svendsen</i></p> <p>Holding Paradox by Design: A Meso-Level Architecture for Hybrid Central–Local Crisis Governance <i>Presenter: Arno Bakkeren</i></p>

			<p>'It is literally impossible to be a woman leader.' Women's Identity Struggle in Leadership Discourse</p> <p><i>Presenter: Barbara Mueller-Christensen</i></p> <p>The Differential Effects and Underlying Mechanisms of Paradoxical Leadership on Employees' Unethical Pro-Organizational Behavior</p> <p><i>Presenter: Le Tan</i></p>
1 – 3pm	8 – 10am	11pm – 1am	<p>Breakout session 3: Relating Research and Practice Chair: Nadia Girard</p> <p>Teaching Paradox: Lessons from the Field and Implications for Girard, Management Practice</p> <p><i>Presenter: Nadia Girard</i></p> <p>Facilitation as a Paradoxical Practice</p> <p><i>Presenter: Jonas Hedegaard</i></p> <p>Listening to the Listener: The Researcher-Researched Paradox of Action Inquiry in Conflict</p> <p><i>Presenter: Raymond Hyma</i></p> <p>Navigating Paradoxes in Academia: The Role of Temporal Narratives in Coping</p> <p><i>Presenter: Alberto Bertello</i></p>
3 – 3.30pm	10 – 10.30am	1 – 1.30am	<p>Community Award Ceremony Main Room Session Chair: Xin Li</p>

Day 2 – Tuesday 24 March 2026

Overview

Central European Time (CET)	Eastern Daylight Time (EDT)	Australian Eastern Daylight Time (AEDT)	Session details
7.30 – 9.30am	2.30 – 4.30am	5.30 – 7.30pm	Research track paper sessions
7.30 – 9.30am	2.30 – 4.30am	5.30 – 7.30pm	<p>Breakout room 1: Healthcare Chair: Mary Le Gal</p> <p>Sustaining Care Under Tension: An Ethnography of Pressure and Possibility in Residential Long-Term Care <i>Presenter: Mary Le Gal</i></p> <p>The Emotional Contradictions of Care: How Affective Dynamics Constitute Organisational Paradoxes <i>Presenter: Safoora Wajahat</i></p> <p>Navigating Data Tensions: A Relational Approach to Managerial Decision-Making in Extreme Contexts <i>Presenter: Raghad Emran</i></p> <p>Embodiment Of Otherness: Paradoxes Of Identity Experienced My Immigrants Across Contexts <i>Presenter: Suzanne Couloigner</i></p>

7.30 – 9.30am	2.30 – 4.30am	5.30 – 7.30pm	<p>Breakout room 2: Paradox in Non-Western Cultures</p> <p>Chair: Michelle Shen</p> <p>Making Sense of Organisational Paradoxes: Employee Perspectives from the Global South <i>Presenter: Tasfia Mazid</i></p> <p>Non-permanent Contract Academics’ Responses to Paradoxical Tensions Embedded in Performance Management Systems of Chinese Universities <i>Presenter: Yue Cong</i></p> <p>Dancing with the Frenemy: A Paradox Perspective on Navigating Geopolitical Polarisation in Australia–China Business <i>Presenter: Michelle Shen</i></p>
7.30 – 9.30am	2.30 – 4.30am	5.30 – 7.30pm	<p>Breakout session 3: AI and Power</p> <p>Chair: Dirk Schneckenberg</p> <p>“Power-With” a Punchline – Navigating Paradox in a Work Integration Social Enterprise <i>Presenter: Svenja Rehwinkel</i></p> <p>Reconciling Speed, Sustainability, and Accountability: A Paradox Theory Perspective on AI-Driven Digital Building Permitting <i>Presenter: Denise Feldmann</i></p> <p>The Control-Autonomy Paradox: Towards a New Framework for AI Safety</p>

			<p><i>Presenter: Dirk Schneckenberg</i></p> <p>Making The World a Better Place: Stakeholder Related Tensions Experienced and Navigated by HR Managers</p> <p><i>Presenter: Aline Elias</i></p>
7.30 – 9.30am	2.30 – 4.30am	5.30 – 7.30pm	<p>Breakout session 4: ESG and Sustainability Chair: James Greenslade-Yeats</p> <p>From Additive Logics to Paradox Inhabitation: The E²SG Framework as Boundary Infrastructure for ESG-Driven Business Model Innovation</p> <p><i>Presenter: Annabeth Aagaard</i></p> <p>Procurement’s absence in ESG implementation: Unveiling a spectrum of a disconnected integration paradox</p> <p><i>Presenter: Maria Dahl Andersen</i></p> <p>Not all poles are created equal: Problematizing the assumption of “polar symmetry” in sustainability paradoxes</p> <p><i>Presenter: James Greenslade-Yeats</i></p> <p>Nested Paradoxes of Polarization: A Microfoundational Framework</p> <p><i>Presenter: Josh Keller</i></p>
9.30 – 10am	4.30 – 5am	7.30 – 8pm	Break (30 minutes)

10am – 12.30pm	5 – 7.30am	8 – 10.30pm	<p>Education track paper sessions</p> <p>Breakout session 1</p> <p>Chairs: Marc Krautzberger & Safoora Wajahat</p> <p>Using Paradoxes to Apply the Case Teaching Method to Math Classes</p> <p><i>Presenter: Tyler Seacrest</i></p> <p>How to train your paradox mindset dragon: Taking inspiration from unorthodox and fantastical places</p> <p><i>Presenter: Ryan Armstrong</i></p> <p>Teaching Paradox with Rigor: The Development and Application of the Paradoxical Analysis Lens</p> <p><i>Presenter: Nadia Girard</i></p> <p>Teaching Public Law by Highlighting the Paradoxical Nature of Parliamentary Sovereignty</p> <p><i>Presenter: Sofiya Kartalova</i></p> <p>Strategizing with an Open Approach</p> <p><i>Presenter: Maria Andrea De Villa</i></p>
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10am – 12.30pm	5 – 7.30am	8 – 10.30pm	<p>Practice track paper sessions Breakout session 2 Chairs: Ferran Torres Nadal / Chinue Uecker</p> <p>Paradoxical Thinking a Practical Example Video <i>Presenter: Bruno Annetta</i></p> <p>Using trade-offs as tool for practitioners to work through the paradoxes in sustaining a viable disaster home insurance market <i>Presenter: Wendy Pham</i></p> <p>The Entrepreneur’s Playbook: Embracing Paradox Through a Growth Mindset <i>Presenter: Winnie Hsu</i></p> <p>The Pivot: Leading Through Paradox and Change <i>Presenter: BJ Coleman</i></p> <p>Transparency and Trust: Navigating Policy Paradoxes in Environmental Health Regulation <i>Presenter: Mariah Walters</i></p>
12.30 – 1pm	7.30 – 8am	10.30 – 11am	Break (30 minutes)
1 – 2pm	8 – 9am	11pm – 12am	<p>Practice Panel: Designing Across Borders: A Global Interoperable EHR Framework for Pandemic Prevention Main Room Panellists: Christina Anastasia, Barbara Carter, and Sterling Carter Session Chair: Chinue Uecker</p>

			<p>This urgent, forward-looking session examines a critical global paradox: how can nations uphold sovereignty, privacy, and autonomy while collaborating through unified electronic health record (EHR) systems to prevent worldwide health crises?</p> <p>Drawing on interdisciplinary expertise in organizational behavior and strategic operations, the presentation examines the significant gap created by the absence of international EHR interoperability.</p> <p>Participants will explore the tension between national independence and the necessity of shared data, examining both theoretical frameworks and practical blueprints for multinational cooperation.</p> <p>The session demonstrates how interoperable systems can strengthen surveillance, accelerate crisis response, and mitigate future pandemics—inviting scholars, policymakers, and practitioners to champion unified global EHR strategies as essential safeguards for an increasingly interconnected world.</p>
2 – 3pm	9 – 10am	12am – 1am	<p>Reflection – Looking back to move forward Led by: Uffe Willemoes-Wissing Main Room</p>

Day 3 – Wednesday 25 March 2026

Overview

Central European Time (CET)	Eastern Daylight Time (EDT)	Australian Eastern Daylight Time (AEDT)	Session details
1 – 3pm	8 – 10am	11pm – 1am	Research paper presentations
1 – 3pm	8 – 10am	11pm – 1am	<p>Breakout room 1: Digitalisation Chair: Werner Matthias</p> <p>Navigating paradoxical tensions in circular economy: a boundary work perspective <i>Presenter: Nora El Maanni</i></p> <p>Navigating tensions in the pursuit of digital innovation: Seven years of evidence from an incumbent and its digital venture <i>Presenter: Matthias Werner</i></p> <p>Beyond Digitizing Paper. Digital Change and Paradoxes of Collaborative Governance in the German Pension Insurance <i>Presenter: Jan Heilmann</i></p>
1 – 3pm	8 – 10am	11pm – 1am	<p>Breakout room 2: Nature of Paradox</p> <p>Chair: Xin Li</p> <p>Is Paradox Resolvable or Not: Toward an ABCDEFG Typology of Paradox</p>

			<p><i>Presenter: Xin Lin</i></p> <p>Reconciling the inherent-constitutive debate on the ontology of paradox: The Grand Symmetry of invariance and relativity</p> <p><i>Presenter: Xin Li</i></p> <p>Shaping performing paradox in project value creation as a structuration process</p> <p><i>Presenter: Ning Sun</i></p> <p>When (Not) Everything Becomes a Paradox: Necessary and Sufficient Conditions for Organizational Paradox</p> <p><i>Presenter: Siarhei Manzhynski</i></p>
1 – 3pm	8 – 10am	11pm – 1am	<p>Breakout session 3: Entrepreneurship Chair: Fatemeh Rahimi</p> <p>Organizational Design of Corporate Venture Capital to Mitigate Tensions in Corporate-Startup Relationships</p> <p><i>Presenter: Liying Chen</i></p> <p>Biodiversity Entrepreneurship and the Scaling Paradox</p> <p><i>Presenter: Patricia Taeko Kaetsu</i></p> <p>Constructing and Activating Paradoxes: A Process Study of a Development NGO under Funding Shifts</p> <p><i>Presenter: Grace Avila Casanova</i></p>

			<p>Navigating Belonging Tensions Through Identity Work: Toward a Theory of Refugee Women's Transitional Entrepreneurship</p> <p><i>Presenter: Fatemeh Rahimi</i></p>
3 – 3.30pm	10 – 10.30am	1 – 1.30am	Break (30 minutes)
3.30 – 5.30pm	10.30am – 12.30pm	1.30 – 3.30am	Research track paper sessions
3.30 – 5.30pm	10.30am – 12.30pm	1.30 – 3.30am	<p>Breakout session 1: Theorising paradox Chairs: Manzhynski, Siarhei</p> <p>Understanding Synergy in Paradox Research: A literature review of the exploration-exploitation paradox</p> <p><i>Presented by Matthias Werner</i></p> <p>Ready to rumble? Exploring the link between paradoxical thinking and acting</p> <p><i>Presenter: Carolin Waldner</i></p> <p>Unhappy in Its Own Way or When Both/And Turns Vicious: A System-Dynamics Taxonomy of Paradox Problem Archetypes</p> <p><i>Presenter: Siarhei Manzhynski</i></p> <p>Extending the Double-Loop Model of Paradox: Viability Parameters and Mitigation Strategies in the Dynamic Evolution of Paradoxical Tensions</p> <p><i>Presenter: Roger Van den Heuvel</i></p>

3.30 – 5.30pm	10.30am – 12.30pm	1.30 – 3.30am	<p>Breakout session 2: Expanding paradox Chairs: Iris Seidemann</p> <p>Reconnecting the Stream: Integrating Growth, Drift, and Dilution in Paradox Research <i>Presenter: Iris Seidemann</i></p> <p>What Metaphors Do to Paradoxes: Toward a Framework of Metaphor–Paradox Interaction <i>Presenter: Sreeja Raghunathan</i></p> <p>Conceptualizing Culture in Paradox Research: Connecting Cultural Dynamics and Paradox Theory <i>Presenter: Mirjam Langenbacher</i></p> <p>The oxymoron of ‘algorithmic reflexivity’ and the invitation of a critical computational approach in management and organisation studies <i>Presenter: Rosie Boparai</i></p>
3.30 – 5.30pm	10.30am – 12.30pm	1.30 – 3.30am	<p>Breakout session 3: Paradox Mindset Chair: Uffe Willemoes-Wissing</p> <p>Leader identity and paradox mindset: Managing nested tensions in leadership development <i>Presenter: Lien Desmet</i></p> <p>It Takes Two to Lead Paradoxically: The Role of Followers’ Paradox Mindset in Perceiving Paradoxical Leadership Behavior - A Research Proposal <i>Presenter: Noa Birman</i></p>

			<p>Identity Disintegration and Well-being During Crisis: The Moderating Role of Cultivating a Paradox Mindset</p> <p><i>Presenter: Dorit Efrat-Treister</i></p> <p>From Internal Conversations to Paradox Mindset: A Critical Realist Account of Causal Emergence in Response to Organizational Paradoxes</p> <p><i>Presenter: Uffe Willemoes-Wissing</i></p>
3.30 – 5.30pm	10.30am – 12.30pm	1.30 – 3.30am	<p>Breakout session 4: Practice Track Workshop: “Working the Paradoxes of Inclusion” by Bernardo Ferdman Chair: Jennifer Sparr</p> <p>"Working the Paradoxes of Inclusion."</p> <p>Description: Inclusion is widely valued yet difficult to enact. Groups struggle with predictable paradoxes: belonging versus uniqueness, openness versus boundaries, comfort versus growth. These tensions aren't failures—attempts to eliminate them often create new problems. Learning to work with paradoxes, however, leads to clearer thinking, stronger collaboration, and greater inclusion. Building on paradoxes of inclusion scholarship (Ferdman, 2017), this interactive virtual workshop explores how these tensions surface in scholarship, teaching, consulting, and organizational life. Through brief framing, reflection, small-group dialogue, and real dilemmas, participants will practice "both/and" approaches that honor competing needs while avoiding counterproductive either/or solutions.</p>
5.30 – 6pm	12.30 – 1pm	3.30 – 4am	Break (30 minutes)
6 – 6.30pm	1 – 1.30pm	4 – 4.30am	<p>Mentoring Programme Chair: Mary Skordia Main Room</p>

6.30 – 7pm	1.30 – 2pm	4.30 – 5am	PhD Reading Group and PDW Group Chair: Gulce Cuhaci Tasdelen MAIN ROOM
7 – 8pm	2 – 3pm	5 – 6am	Panel - PREPTalk A Collaborative Talk with Wendy Smith Chair: Rikke Nielsen MAIN ROOM 60 minutes talking about paradox past, present and future featuring Professor Wendy Smith in conversation with PREP co-chair Rikke Kristine Nielsen, debating the status and future of organizational paradox research/teaching/practice.
8 – 8.30pm	3 – 3.30pm	6 – 6.30am	Award Celebration (Best Paper Awards) Chair: Xin Li MAIN ROOM
8.30 – 9pm	4.30 – 5pm	6.30 – 7am	Reflection and Closing Remarks MAIN ROOM