

Renata KAMINSKA

Professor

Academy: Innovation

Research center: Knowledge, Technology and Organization

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Research interests

Creativity, Innovation, Knowledge Management, Safety Leadership

Teaching interests

Creativity, Innovation, Knowledge Management, Safety Leadership

Education

2001	Doctorate, Université Côte d'Azur, France
1993	DEA in Management, Université Côte d'Azur, France

Experience

Full-time academic positions

Since 2001	Professor in Management, SKEMA Business School, France
1999 - 2023	Professor, SKEMA Business School, France
1993 - 1996	Assistant Professor in Management, Euro-American Institute of Technology, France

Other academic affiliations and appointments

2013 - 2017	Director of MSc International Business, SKEMA Business School, France
1999 - 2000	External Lecturer, CERAM Business School, France
1996 - 1998	Assistant Professor in Management, IUT Cannes, France

Publications

Peer-reviewed journal articles

ANDRIANI, P., CATTANI, G., DANG, J.R. and KAMINSKA, R. (2025). From perfume to spirits: Exaptation of a bundle of local resources by an outsider entrepreneur. *Research Policy*, 54(1), pp. 105137.

KRASNOPEVTSEVA, N., THOMAS, C. and KAMINSKA, R. (2025). Organizing for resilience in high-risk organizations: The interplay between managerial coordination and control in resolving stability/flexibility tensions in a nuclear power plant. *Journal of Business Research*, 189, pp. 115120.

JUBAULT KRASNOPEVTSEVA, N., GUNTZBURGER, Y., KAMINSKA, R. and THOMAS, C. (2024). Building a conceptual framework of organizationally embedded tensions to enhance leadership for safety in high-risk and highly regulated organizations: A complexity leadership perspective. *Safety Science*, 177(106572).

- MOLA, L., KAMINSKA, R., RICHEBÉ, N. and CARUGATI, A. (2023). Social strategies for information technology adoption: Social regulation process of mandated enterprise social network systems. *Technological Forecasting and Social Change*, 192, pp. 122570.
- BIDAULT, F., KAMINSKA, R., TAISHOFF, M. and VASILEV, K. (2022). Culinary Jet Concierge: flying through turbulence. *International Journal of Teaching and Case Studies*, 13(1), pp. 33-50.
- ANDRIANI, P. and KAMINSKA, R. (2021). Exploring the dynamics of novelty production through exaptation: a historical analysis of coal tar-based innovations. *Research Policy*, 50(2), pp. 104171.
- KAMINSKA, R. and BORZILLO, S. (2018). Challenges to The Learning Organization in the Context of Generational Diversity and Social Networks. *Learning Organization*, 25(2), pp. 92-101.
- BUCHELT, B.I., FRACZKIEWICZ-WRONKA, A. and KAMINSKA, R. (2017). Key determinants of human resource management in hospitals: stakeholder perspective. *Engineering Management in Production and Services*, 9(2), pp. 105-115.
- KAMINSKA, R. and BORZILLO, S. (2016). Organizing for Sustained Innovation: the Role of Knowledge Flows within and between Organizational Communities. *Knowledge Management Research & Practice*, 14(1), pp. 46-54.
- FENDT, J. and KAMINSKA, R. (2011). Relevance and Creativity through design-driven action research: introducing pragmatic adequacy. *European Management Journal*, 29(3), pp. 217-233.
- BORZILLO, S. and KAMINSKA, R. (2011). Step-in or step-out: supporting innovation through communities of practice. *Journal of Business Strategy*, 32(3), pp. 29-36.
- BORZILLO, S. and KAMINSKA, R. (2011). Unraveling the Dynamics of Knowledge Creation in Communities of Practice through Complexity Theory Lenses. *Knowledge Management Research & Practice*, 9(4), pp. 353-366.
- ROLLAND, N. and KAMINSKA, R. (2008). Developing Knowledge Sharing Networks to Increase Performance. *Journal of Business Strategy*, 29(5), pp. 4-11.
- FENDT, J., KAMINSKA, R. and SACHS, W. (2008). Producing and Socializing Relevant Management Knowledge: Return to Pragmatism. *European Business Review*, 20(6), pp. 471-491.
- THOMAS, C., KAMINSKA, R. and MCKELVEY, B. (2005). Managing the MNC and Exploitation/Exploration Dilemma: From Static Balance to Dynamic Oscillation. *Advances in Strategic Management*, 22, pp. 213-247.
- GUILHON, A., KAMINSKA, R. and RAPPIN, B. (2003). L'évolution des organisations: une approche fondée sur la théorie Darwinienne. *Revue des Sciences de Gestion*, 204, pp. 7-21.
- KAMINSKA, R. and THOMAS, C. (2003). Strategic adaptation of Polish ex-socialist industrial firms in the period of economic transition. *Management International*, 7(3), pp. 25-38.

Books and book editor

- MCKELVEY, B., KAMINSKA, R., SALMADOR, M.P. and ESCOFFIER, N. (2021). *Management in the age of digital business complexity*. Routledge, 286 pages.

Book chapters

- MCKELVEY, B., KAMINSKA, R., PAZ SALMADOR, M.P. and ESCOFFIER, N. (2021). Digital dynamic capabilities. In: *Management in the Age of Digital Business Complexity*. 1st ed. Routledge, pp. 153-181.
- MOLA, L., KAMINSKA, R. and CARUGATI, A. (2018). Changing institutionalized practices when implementing a mandated technology. In: Federico Cabitza, Carlo Batini, Massimo Magni eds. *Organizing for the Digital World*. 1st ed. Springer, pp. 203-214.
- KAMINSKA, R. and THOMAS, C. (2017). Bill McKelvey : Dynamique Organisationnelle et Sciences de la Complexité. In: Bill McKelvey (ed.). *Les grands auteurs en Management Stratégique*. 1st ed. EMS Éditions.
- KAMINSKA, R. (2017). France. In: Silke Bustamante, Fabio Pizzutilo, Martina Martinovic, Susana Herrero Olarte eds. *Corporate Social Responsibility and Employer Attractiveness*. 1st ed. Springer, pp. 181-192.

KAMINSKA, R. and TOUSTOU, B. (2015). Managing Diversity for Creativity and Innovation in a Complex World. In: A. Wilkinson, K. Townsend & G. Suder eds. *Handbook of Research on Managing Managers*. 1st ed. Cheltenham: Edward Elgar Publishing.

BORZILLO, S. and KAMINSKA, R. (2012). Managing Communities of Practice to Support Innovation. In: Alexander Brem et Éric Viardot (ed.). *Evolution of Innovation Management: Trends in an International Context*. 1st ed. London: Palgrave Macmillan, pp. 182-207.

KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2012). Building Ambidexterity into a Firm: The control/autonomy dilemma revisited. In: Ludovic Dibiaggio, Pierre Xavier Meschi eds. *Management in the Knowledge Economy: New Managerial Models For Success*. 1st ed. Pearson Education, pp. 139-173.

KAMINSKA, R. and BUCHELT-NAWARA, B. (2008). Corporate social performance in a post-transition context: the case of Polish firms. In: G. Suder (ed.). *International Business under Adversity: A Role in Corporate Responsibility, Conflict Prevention and Peace*. 1st ed. Cheltenham: Edward Elgar Publishing, pp. 104-118.

KAMINSKA, R. and THOMAS, C. (2007). Fostering learning to build new competencies in times of deconstruction: lessons from Polish ex-socialist firms. In: K. Hutchings and K. Mohannak (ed.). *Knowledge Management in Developing Economies: a Cross-Cultural and Institutional Approach*. 1st ed. Cheltenham: Edward Elgar Publishing, pp. 52-71.

KAMINSKA, R. and THOMAS, C. (2007). Dynamique organisationnelle et sciences de la complexité. In: T. Loillier et A. Tellier (ed.). *Les grands auteurs en Management Stratégique*. 1st ed. EMS Éditions, pp. 475-492.

Non peer-reviewed journal articles

KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2008). Odnowa kompetencji organizacyjnych na przykładzie polskich firm postsocjalistycznych w okresie transformacji gospodarczej. *Zarządzanie Publiczne (Public Management)*, 3, pp. 71-90.

Conference proceedings

KAMINSKA, R. (2020). The exaptive channel of innovation: A historical analysis.

KAMINSKA, R., MOLA, L., RICHEBÉ, N. and CARUGATI, A. (2019). Understanding the dynamics of digitizing the internal communication: the regulation process of mandated enterprise social networking system (ESNS).

BUSTANTE, S., CASTILLO-APRAIZ, J., KAMINSKA, R. and PIZZUTILO, F. (2018). CSR and Employer Attractiveness among Millennials: the Case of France, Italy and Spain.

TOUSTOU, B. and KAMINSKA, R. (2014). Exploring creative process dynamics through complexity theory lenses.

Conference presentations

KRASNOPEVTSAVA, N., GUNTZBURGER, Y. and KAMINSKA, R. (2021). Leadership for Resilience and Safety Management: Crossing Perspectives on Individual and Collective Tensions in the Nuclear Industry. In: AGeCSO (Association pour gestion des connaissances dans la Société et les Organisations) conférence. Chambon-sur-Lac.

KRASNOPEVSTEVA, N., THOMAS, C. and KAMINSKA, R. (2021). Unintended cascading effects of expanding organizational limits for resilience: lessons from the nuclear industry. In: AIMS (Association Internationale de Management Stratégique). Online.

KRASNOPEVTSEVA, N., THOMAS, C. and KAMINSKA, R. (2021). Leadership for safety and resilience: challenges of sensemaking across organizational levels. In: EURAM (European Academy of Management) Conference. Montreal.

KRASNOPEVSTEVA, N., THOMAS, C. and KAMINSKA, R. (2021). Resilience and organizational limits in the high-risk nuclear industry context. In: EGOS (European Group for Organization Studies). Amsterdam.

JUBAULT KRASNOPEVTSEVA, N., THOMAS, C. and KAMINSKA, R. (2020). The Dynamics of Safety Risk Perception in High Reliability Organizations. In: European Safety and Reliability Conference. Venice.

MOLA, L. and KAMINSKA, R. (2020). The dynamics of digitizing the internal communication: the regulation process of mandated Enterprise Social Networking System (ESNS). In: WOA 2020 - Workshop di Organizzazione Aziendale. Milano.

- TOUSTOU, B. and KAMINSKA, R. (2019). How junior and senior scientists support one another along the different stages of the creative process. In: AIMS (Association Internationale de Management Stratégique). GRENOBLE.
- KAMINSKA, R., KRASNOPEVTSAVA, N. and THOMAS, C. (2019). The dynamics of safety risk perception in high reliability organizations. In: EGOS (European Group for Organization Studies). Edinburgh.
- KAMINSKA, R., KRASNOPEVTSAVA, N. and THOMAS, C. (2019). The dynamics of safety risk perception in high reliability organizations. In: BAM (British Academy of Management) Conference. Birmingham.
- JUBAULT KRASNOPEVTSEVA, N., THOMAS, C. and KAMINSKA, R. (2019). Deep Leadership: a Critical Realist Approach to Revisit the Role of Leadership in High-Risk Organizations. In: EURAM (European Academy of Management) Conference. Lisbon.
- TOUSTOU, B. and KAMINSKA, R. (2019). Creative process among junior and senior researchers in a High-Tech Industrial Organization: The Role of Experience in Mobilizing Social Resources during the Four Stages of the Creative Process in a High-Tech Industrial Organization. In: AIMS (Association Internationale de Management Stratégique). Grenoble.
- KAMINSKA, R. (2019). Understanding the dynamics of digitizing the internal communication: the regulation process of mandated enterprise social networking system. In: PROS. Crete.
- KAMINSKA, R. (2018). Safety Leadership in Complex High Risk Environments: a theoretical synthesis and integrative framework. In: BAM (British Academy of Management) Conference. Bristol.
- KAMINSKA, R. (2018). Safety Leadership in High Risk and Highly Regulated Sectors: a Theoretical Framework. In: EGOS (European Group for Organization Studies). Tallinn.
- KAMINSKA, R. (2018). From Fragrance to Spirits: a Co-evolutionary Perspective on the Exaptation of Knowledge and New Market Creation. In: EGOS (European Group for Organization Studies). Tallinn.
- KAMINSKA, R. and TOUSTOU, B. (2018). The Role of Social Interactions in Creative Process Dynamics: An Integrative Model. In: EURAM (European Academy of Management) Conference. Reykjavik.
- RICHEBÉ, N., TOUSTOU, B. and KAMINSKA, R. (2018). Comment les artistes des arts vivants de la nouvelle économie créative travaillent en réseau, communiquent et coopèrent ? In: Creativity Week at Webster University Geneva. Genova.
- BUSTANTE, S., CASTILLO-APRAIZ, J. and KAMINSKA, R. (2018). CSR and Employer Attractiveness among Millennials: the Case of France, Italy and Spain, Conference. In: L'Impresa Sostenibile alla Prova del Dialogo. Taranto.
- BUSTANTE, S., CASTILLO-APRAIZ, J. and KAMINSKA, R. (2018). CSR and Employer Attractiveness among Millennials: the Case of France, Italy and Spain. In: L'Impresa Sostenibile alla Prova del Dialogo. Taranto.
- KAMINSKA, R. (2017). Partager des Connaissances: Les Entreprises Doivent Lever Leurs Freins Internes. In: Conférence Ecosystème d'Innovation, 15 March, SKEMA Paris. Paris.
- KAMINSKA, R. and IDJÉRAOUI-RAVEZ, L. (2017). Emergence of the Creative 'Middleground': the case of the Côte d'Azur region in the South of France. In: EGOS (European Group for Organization Studies). Copenhagen.
- KAMINSKA, R., MOLA, L. and CARUGATI, A. (2017). Flight with me? Collaborative Mandated Technology: the Organizational Paradox Flight with me? Collaborative mandated technology: the organizational paradox. In: itAIS. Milan.
- KAMINSKA, R. and MUKERJEE NATH, J. (2016). Designing for entrepreneurship and emergence: an Indian high tech start-up's quest to stay 'at the edge of chaos'. In: AOM American Academy of Management Conference. Anaheim.
- KAMINSKA, R. and J., M.N. (2015). Designing for self-organization and emergent opportunities: a complexity theory perspective on a growing strat-up's journey towards becoming the 'Google of India'. In: EGOS (European Group for Organization Studies). Athens.
- ANDRIANI, P., SIEDLOK, F. and KAMINSKA, R. (2015). Post-Collapse Evolution: the Case of the Emergence of the Subsea Technology Cluster in England. In: AOM American Academy of Management Conference. Vancouver.
- TOUSTOU, B. and KAMINSKA, R. (2015). Exploring Creative Process Dynamics. In: AOM American Academy of Management Conference. Vancouver.

- TOUSTOU, B. and KAMINSKA, R. (2015). The Role of Social Resources, Pleasure and Play in the Creative Process: the Case of Researchers in a Leading European Hi Tech Company. In: Organization Studies Workshop on Organizational Creativity, Play and Entrepreneurship. Chania.
- TOUSTOU, B. and KAMINSKA, R. (2014). Exploring creative process dynamics through complexity theory lenses. In: EGOS (European Group for Organization Studies). Rotterdam.
- TOUSTOU, B. and KAMINSKA, R. (2014). Exploring Creative Process Dynamics through Complexity Theory Lenses. In: EGOS Colloquium 'Reimagining, Rethinking, Reshaping: Organizational Scholarship in Unsettled Times. Rotterdam.
- ANDRIANI, P., SIEDLOK, F. and KAMINSKA, R. (2013). Creative Destruction or Destructive Creation? The Role of Collapse in the Evolution of Socio-Technical Systems. In: European Meeting on Applied Evolutionary Economics. Sophia Antipolis.
- KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2011). Building Dynamic Capabilities in Times of Drastic Change: Lessons from Complexity Science. In: International Conference on Complex Systems. Boston.
- KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2010). Building Dynamic Capabilities in Times of Drastic Change: Lessons from Complexity Science. In: Journal of Management Studies Conference: Micro-level Origins of Organizational Routines and Capabilities. Helsinki.
- BONNOTTE, D., KAMINSKA, R. and WALAS, M. (2009). Paving the way to greener health care institutions in France. In: IAMOT, International Conference on Management of Technoly. Orlando, Florida.
- KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2009). Building Dynamic Capabilities in Times of Drastic Change. In: AOM American Academy of Management Conference. Chicago.
- FENDT, J. and KAMINSKA, R. (2009). Bridging the Relevance Gap between Research and Practice. In: EURAM (European Academy of Management) Conference. Liverpool.
- KAMINSKA, R. and MURZYN, K. (2009). Emergence of Entrepreneurial Mindset on the Example of Biotechnology Firms in Poland. In: EURAM (European Academy of Management) Conference. Liverpool.
- FENDT, J. and KAMINSKA, R. (2009). Leadership Strategies for an Uncertain World: Is Complexity Leadership Real? Is it Practicable? In: Strategic Management Society annual Conference. Washington, D.C.
- KAMINSKA, R. and BORZILLO, S. (2009). Staying at the Edge of Chaos by Stimulating Organizational Innovation through Communities of Practice. In: EGOS (European Group for Organization Studies). Barcelona.
- KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2009). Renewing Organizational Competencies in Times of Drastic Change. In: EGOS (European Group for Organization Studies). Barcelona.
- KAMINSKA, R. and BUCHELT-NAWARA, B. (2009). Some Empirical Findings on Corporate Social Performance in Polish Firms. In: IHRM (International Resource Management Conference). Tallinn.
- KAMINSKA, R. and ROLLAND, N. (2008). From Dynamic Capabilities to Corporate Intelligence: Lessons from Complexity Theory. In: AOM American Academy of Management Conference. Anaheim.
- KAMINSKA, R. and ROLLAND, N. (2008). On Leadership, Emergent Distributed Intelligence and Strategic Adaptation in High Velocity Markets: Lessons from Complexity Science. In: EGOS (European Group for Organization Studies). Amsterdam.
- BONNOTTE, D., KAMINSKA, R. and WALAS, M. (2008). Comment transformer des contraintes de développement durable en des opportunités de création d'entreprises innovantes ? Le cas Aquariolis. In: EUROMOT (European Conference on Management of Technology). Sophia Antipolis.
- KAMINSKA, R. and FENDT, J. (2008). The Question of Relevance in Management Science: and a Revisit of Action Research. In: AOM American Academy of Management Conference. Anaheim.
- KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2008). Building Dynamic Capabilities in Extreme Conditions as Polish Firms Go Private: Lessons from Complexity and Econophysics. In: EGOS (European Group for Organization Studies). Amsterdam.
- KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2008). Renewing Dynamic Capabilities at Times of Crisis: the Role of Regulation Process in the Emergence of Semistuctures. In: OSW (Organization Studies Workshop). Cyprus.

- KAMINSKA, R., FENDT, J. and SACHS, W. (2007). Relevance in Management Research: Getting One's Hands Very Dirty. In: AOM American Academy of Management Conference. Philadelphia.
- KAMINSKA, R., FENDT, J. and SACHS, W. (2007). Concepts of Truth and Relevance in Management Research, Education and Publishing: A Pragmatic Consideration. In: OSW (Organization Studies Workshop). Crête.
- KAMINSKA, R. and ROLLAND, N. (2006). Networking Dynamic Capability and Product Innovation: the case of Networking Attitude Project at DANONE. In: Strategic Management Society annual Conference. Vienna.
- KAMINSKA, R., THOMAS, T. and MCKELVEY, B. (2006). On the Coevolution of Causality: A Study of Aristotelian Causes & Other Entangled Influences. In: AOM American Academy of Management Conference. Atlanta.
- ROLLAND, N. and KAMINSKA, R. (2006). From Individual Learning to Firm's Dynamic Capabilities: Some Lessons from Danone's Knowledge Marketplace. In: EGOS (European Group for Organization Studies). Bergen.
- KAMINSKA, R., SACHS, W. and DIELEMAN, M. (2006). Managing Dilemma's in Organizations, Irregular Oscillation and Coevolving Causalities. In: EGOS (European Group for Organization Studies). Bergen.
- KAMINSKA, R. and THOMAS, C. (2005). Organisational Competence Renewal in Polish Firms During the Transition to Market Economy. In: Colloque International Entreprises et Crises Economiques au XXe siècle. Metz.
- KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2005). Managing the Control/Autonomy Dilemma: from Impossible Balance to Rhythmic Oscillation Dynamics. In: AOM American Academy of Management Conference. Honolulu.
- KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2005). Unravelling Organisational Dynamics: a Multi-Causal Coevolutionary Perspective. In: EGOS (European Group for Organization Studies). Berlin.
- KAMINSKA, R., THOMAS, C. and SACHS, W. (2005). Dynamic Capabilities and Competence Building Process in Times of Environmental Turbulence. In: International Conference Enterprise in Transition. Split.
- KAMINSKA, R. and SACHS, W. (2004). Importing Problems to Where Solution Competencies Lie as a Way of Addressing Challenges to Multinational Strategies, Products and Services in Transition Economies. In: International Business in Transition Economies Conference. Riga.
- KAMINSKA, R. and THOMAS, C. (2004). Unravelling Entangled Organizational Dynamics: Coevolutionary Causalities Underlying 21st Century Management. In: Annual Organization Science Winter Conference: Pushing the Boundaries in Organization Science. Steamboat.
- KAMINSKA, R. and THOMAS, C. (2003). Cognitive Interactions, Innovation and Flexibility: What Architecture for New Organizational Forms? In: EGOS (European Group for Organization Studies). Copenhagen.
- KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2003). Managerial Problems from Coevolving Causalities: Unraveling Entangled Organizational Dynamics. In: AISM (Advances in Strategic Management) Conference. Paris.
- KAMINSKA, R., THOMAS, C. and MCKELVEY, B. (2003). Managerial Problems from Coevolving Causalities: Unraveling Entangled Organizational Dynamics. In: Advanced International Summer School: e- Business and Complexity: New Management Practices, Conference on New Approaches to Strategic Management. Otsuni.
- KAMINSKA, R., MACHAT, C. and THOMAS, C. (2003). How to Manage Sustained Product Development: the Case of Innovtech. In: European Congress on Work and Organizational Psychology. Lisbon.
- KAMINSKA, R. and THOMAS, C. (2002). Strategic renewal and competence building in times of deconstruction. In: EGOS (European Group for Organization Studies). Barcelona.
- KAMINSKA, R. and THOMAS, C. (2001). Strategic Responses of Polish ex-Socialist Industrial Firms in the Post Rupture Context. In: Management International: Les pays en transition ou en integration. Angers.
- KAMINSKA, R. and THOMAS, C. (2001). The Relationship between Organisational Capabilities and Strategy Formation Process: the Example of Polish ex-Socialist Firms During the Transition from Centralised to Market Economy. In: EGOS (European Group for Organization Studies). Lyon.
- KAMINSKA, R. and MOREAU, F. (2001). Le cheminement stratégique des entreprises polonaises dans la période de transition entre l'économie centralisée et l'économie de marché. In: AIMS (Association Internationale de Management Stratégique). Québec.

KAMINSKA, R. and SOSTHÉ, F. (1999). Transition from Centralised to Market Economy: the Case of the Polish Chemical Industry. In: International GTD Conference (Groupe Transition-Développement, Espace Europe). Grenoble.

KAMINSKA, R. (1999). Processus de concurrence et formation des stratégies. Le cas d'une entreprise ex-étatique polonaise. In: Conférence Internationale du Réseau PGV. Ustron.

Published business cases

BIDAULT, F., TAISHOFF, M. and KAMINSKA, R. (2021). Culinary Jet Concierge: Flying Through Turbulence. Cranfield University. The Case Centre.

Other research activities

PhD supervision

Since 2020 A. PIZZUTTI, SKEMA Business School, PhD thesis, Thesis co-director

2022 N. KRASNOPEVTSEVA, SKEMA Business School, PhD thesis, Thesis co-director