

## **RYAN EDWARD SMEREK**

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### **EDUCATION**

#### **UNIVERSITY OF MICHIGAN**

Ph.D., Center for the Study of Higher and Postsecondary Education (2009)  
Concentration: Organizational Behavior and Management

#### **HARVARD UNIVERSITY**

Ed.M., Self-designed degree in Organizational Behavior/Leadership Education (2004)

#### **DARTMOUTH COLLEGE**

A.B., Economics, Concentration: Finance (2000)

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### **ACADEMIC APPOINTMENTS**

#### **NORTHWESTERN UNIVERSITY**

- Assistant Professor & Assistant Director of Academic Affairs, School of Education and Social Policy, Master of Science in Learning and Organizational Change (2013-present)
- Lecturer, School of Education and Social Policy, Master of Science in Learning and Organizational Change (2011-2013)

#### **HIRAM COLLEGE**

- Assistant Professor of Management in the Department of Economics, Management, & Accounting (2010-2011)

#### **UNIVERSITY OF MICHIGAN**

- Lecturer, English for Business Studies, Ross School of Business (2009-2010).
  - Graduate Student Instructor, Organizational Studies Program, College of Literature, Science, & Arts (2007-2009)
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### **TEACHING EXPERIENCE**

#### **NORTHWESTERN UNIVERSITY**

- *Foundations*
- *Accelerating Learning and Performance*
- *Cognitive Design*
- *Capstone 1: Introduction to Research Methods*
- *Capstone 3: Analysis & Interpretation of Data*
- *Practicum: Discovering and Designing Innovation*

## **HIRAM COLLEGE**

- *Organizational Behavior*
- *Influence and Negotiation Skills*
- *Organizational Leadership*
- *Human Resource Management*

## **ROSS SCHOOL OF BUSINESS AT THE UNIVERSITY OF MICHIGAN**

- *Marketing and Management Principles (Summer 2009 & Summer 2010)*  
Course for incoming international MBA students in the English for Business Studies program.

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## **PUBLICATIONS**

### ***Studies in Progress:***

Smerek, R. E. Employee voice and independent thinking: Antecedents and consequences.

- Currently conducting a two-phase study of employee voice with the first phase being 30 interviews of professionals describing experiences of speaking up at work. The second phase of the research is a measurement validation and quantitative evaluation of determinants of employee voice.

### ***“Learning at Work” Blog:***

- Invited to blog about learning and performance at *Psychology Today* beginning Oct. 2017.

### ***Book:***

Smerek, R. E. (2017). *Organizational learning and performance: The science and practice of building a learning culture*. New York: Oxford University Press.

### ***Articles/Chapters:***

Gruber, D. A., Smerek, R. E., Thomas-Hunt, M. C., & James, E. H. (2015). The real-time power of Twitter: Crisis management and leadership in an age of social media. *Business Horizons*, 58, 163-172.

Smerek, R. E. (2014). Why people think deeply: Meta-cognitive cues, task characteristics, and thinking dispositions. In M. Sinclair (Ed.), *Handbook of research methods on intuition*. (pp. 3-14). Cheltenham, UK: Edward Elgar.

Smerek, R. E. (2013). Sensemaking and new college presidents: A conceptual study of the transition process. *Review of Higher Education*, 36(3), 371-403.

- Nieminen, L., Smerek, R. E., Kotrba, L. & Denison, D. R. (2013). What does an executive coaching intervention add beyond facilitated multisource feedback? Effects on leader self-ratings and perceived effectiveness. *Human Resource Development Quarterly*, 24(2), 145-176.
- Kotrba, L., Gillespie, M. A., Schmidt, A. M., Smerek, R. E., Ritchie, S. A., & Denison, D. R. (2012). The effects of culture consistency on business performance. *Human Relations*, 65(2) 241–262.
- Smerek, R. E. (2011). Sensemaking and sensegiving: An exploratory study of the simultaneous “being and learning” of new college and university presidents. *Journal of Leadership and Organizational Studies*, 18(1), 80-94.
- Smerek, R. E. (2010). Cultural perspectives of academia: Toward a model of cultural complexity. In J. C. Smart (Ed.), *Higher education: Handbook of theory and research*, Vol. 25, pp. 381-423. Springer.
- Smerek, R. E. (2010). The nature of knowledge, reflective practitioners, and the value of experience: A commentary on McCall’s “Recasting Leadership Development.” *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 3(1), 38-40.
- Smerek, R. E. (2009). *Sensemaking and Sensegiving: Leadership Processes of New College Presidents*, Doctoral Dissertation, University of Michigan.
- Smerek, R. E., Luce, K., Kluczynski, P., & Denison, D. R. (2009). Executive coaching: Does leader behavior change with feedback and coaching? *Linkage Leader*, 1-7.
- Gillespie, M. A., Denison, D. R., Haaland, S., Smerek, R. E., & Neale, W. S. (2008). Linking organizational culture and customer satisfaction: Results from two companies in different industries. *The European Journal of Work and Organizational Psychology*, 17(1), 112-132.
- Smerek, R. E. & Peterson, M., W. (2007). Examining Herzberg’s theory: Job satisfaction among non-academic employees at a research university. *Research in Higher Education*, 48(2), 229-250.
- Smerek, R. E. & Denison, D. R. (2007). Social capital in organizations: Understanding the link to firm performance. In G. T. Solomon (Ed.), *Best paper proceedings of the sixty-sixth annual meeting of the Academy of Management*, ISSN 1543-8643.
- Smerek, R. E., Pasque, P. A., Mallory, B., Holland, B. A. (2005). Introduction: Partnerships for engagement futures. In P. A. Pasque, R. E. Smerek, B. Dwyer, N. Bowman, & B. Mallory (Eds.), *Higher education collaboratives for community engagement and improvement*. Ann Arbor, MI: National Forum on Higher Education for the Public Good.

**Case:**

Smerek, R. E. & Baker, W. E. (2010). *Case Study: Open Book Finance at Zingerman's Community of Businesses*. Ann Arbor, MI: William Davidson Institute.

**Other:**

Coles, Robert, with Smerek, R. E. (2005). *Political leadership: Stories of power and politics from literature and life* (1st ed.). New York: Random House Trade Paperbacks.

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**PRESENTATIONS**

“Implicit Learning and Managerial Expertise.” Presentation at the Academy of Management Annual (**AOM**) Conference, Vancouver, August, 2015.

“Adaptive Change: Case Studies in Designing & Leading Transformational Change.” Panelist at the Association of Change Management Professionals (**ACMP**) Conference, October, 2015.

“The Effects of Cultural Consistency on Business Performance.” Presentation at the Academy of Management Annual (**AOM**) Conference, San Antonio Texas, August, 2011.

“Open Book Finance: Engaging Students in the Great Game of Business.” Presentation at the Organizational Behavior Teaching Society (**OBTS**) Annual Conference, Milwaukee, WI, June, 2011.

“How do Outsider Presidents lead as Organizational Novices?” Presentation at the American Association of University Administrators (**AAUA**) Annual Conference, Washington, DC, November, 2010.

“Why Don't More Organizations Create Peer Coaching Networks?” Symposium at the Academy of Management Annual (**AOM**) Conference, Montreal, Canada, August, 2010 with Daniel R. Denison, Suzanne de Janasz, and Stewart D. Friedman.

“Sensemaking research: Where have we been? Where are we going?” Caucus organizer at the Academy of Management Annual (**AOM**) Conference, Chicago, IL, August, 2009.

“Organizational Culture, Industry Volatility, and Shareholder Value.” Presentation at the Academy of Management Annual (**AOM**) Conference, Chicago, IL, August, 2009.

“Smoke and Mirrors or the Real Deal? Leadership Development with Results.” Panel presentation with the Defense Logistics Agency at the American Society for Training and Development (**ASTD**) Conference, Washington, DC, June, 2009.

“Leadership Coaching and Self-Perceived Changes in Managerial Behaviors.” Symposium at the Society for Industrial/Organizational Psychology (**SIOP**) Conference, New Orleans, LA, April, 2009

“Cultural Perspectives of Academia: Toward a Model of Cultural Complexity.” Presentation at the Association for the Study of Higher Education (**ASHE**) Conference, Jacksonville, FL, November, 2008.

“Surprise and Sensemaking: Executive Succession of New College Presidents.” Poster Presentation at the Academy of Management Annual (**AOM**) Conference, Anaheim, CA, August, 2008.

“Social Capital in Organizations: Understanding the Link to Firm Performance.” Presentation at the Academy of Management Annual (**AOM**) Conference, Philadelphia, PA, August, 2007.

“Examining Herzberg’s Theory: Job Satisfaction among Non-Academic Employees at a Research University.”

- Association for Institutional Research (**AIR**) Conference. Chicago, IL. May, 2006.
- Invited Presentation to the Industrial/Organizational Psychology Department at Bowling Green State University, Bowling Green, OH, February, 2007.

“The Early History of the Institute for Social Research at the University of Michigan, 1948-1970.” Presentation at the Midwest History of Education Society (**MHES**) Conference, Chicago, IL, October, 2005.

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## **RESEARCH & PROFESSIONAL EXPERIENCE**

### **CENTER FOR POSITIVE ORGANIZATIONAL SCHOLARSHIP**

- *Special Projects Coordinator (2009-2010)*  
Responsible for developing case studies, tools, and marketing Center for Positive Organizational Scholarship research.

### **DENISON CONSULTING (Ann Arbor, MI)**

- *Research Associate (2005-2010)*  
Researched organizational culture and leadership development.

### **HARVARD KENNEDY SCHOOL OF GOVERNMENT**

- *IT Specialist, Office of the Registrar (2003-2004)*  
Database administrator for the student information system.  
Designed and implemented a new online registration system to accommodate a lottery process for overcrowded courses.
- *Staff Assistant, Teaching Support/Policy Analysis Program (2001-2002)*  
Responsible for course evaluations, course scheduling, and faculty support.

**DOVE CONSULTING** (Boston, MA)

- *Research Analyst, Financial Services* (2000-2001)

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**AWARDS**

- Winner of Dimond Best Dissertation Award (2010) from the Center for the Study of Higher and Postsecondary Education at the University of Michigan
- Leo and Margaret Goodman-Malamuth Dissertation Award (2010) from the American Association of University Administrators