

## **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**

M.S. in Learning and Organizational Change, School of Education and Social Policy,

- Associate Professor & Associate Director of Academic Affairs (2021-present)
- Associate Professor & Assistant Director of Academic Affairs (2018-2021)
- Assistant Professor & Assistant Director of Academic Affairs (2013-2018)
- Lecturer (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*
  - The course teaches leadership development, team effectiveness, and applying design thinking methods to solve organizational challenges.
- *Accelerating Learning and Performance*
  - The course is centered on individual and organizational learning and its impact on personal development and business performance.

- *Cognitive Design*
  - The course teaches behavioral economics principles to improve individual and organizational decision-making.
- *Creating and Sharing Knowledge*
  - The course explores technology implementation including knowledge management and artificial intelligence.
- *Applying People Analytics*
  - The course introduces students to analyzing employee engagement, turnover, and organizational culture.
- *Designing Solutions for Organizational Effectiveness*
  - The course designs technology solutions for an external client using design methods.
- *Practicum: Discovering and Designing Innovation*
  - The course involves working with an external client and using design methods to generate innovative solutions.
- *Capstone A: Introduction to Research Methods*
  - The course provides an introduction to research methods and designing a research study to derive insights to improve personal and organizational outcomes.
- *Capstone B: Analysis & Interpretation of Data*
  - The course teaches quantitative and qualitative methods in data analysis to derive meaningful and rigorous interpretations of data.

## **HIRAM COLLEGE**

Course taught:

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

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## **PUBLICATIONS**

### ***Books:***

Smerek, R. E. (2023) *Speaking up at work: Leading change as an independent thinker*. Business Expert Press.

Smerek, R. E. (2017). *Organizational learning and performance: The science and practice of building a learning culture*. 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). 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.  
Committee Members: Michael Bastedo, Marv Peterson, Kim Cameron, and Karl Weick
- 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*. National Forum on Higher Education for the Public Good.

### ***“Learning at Work” Blog:***

- Invited to maintain an active blog about learning and performance at *Psychology Today* beginning October 2017.

### ***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.). Random House Trade Paperbacks.

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## **INVITED AND SCHOLARLY PRESENTATIONS**

“Employee Voice: Past, Present and Future of Research,” Symposium at the Academy of Management Annual (**AOM**) Conference, Boston, August, 2023.

Invited Panelist for “Whistling at the Fake: The Crucial Role of Whistleblowers in Countering Disinformation in the Private Sector,” sponsored by NATO's Public Diplomacy Division, January 2022

“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.

“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** (Ann Arbor, MI)

- *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** (Cambridge, MA)

- *IT Specialist, Office of the Registrar (2003-2004)*
- *Staff Assistant, Teaching Support/Policy Analysis Program (2001-2002)*

### **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