

Renata KAMINSKA

Professor

Academy: Innovation

Research center: Knowledge, Technology and Organization

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## Research interests

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Creativity, Innovation, Knowledge Management, Safety Leadership

## Teaching interests

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Creativity, Innovation, Knowledge Management, Safety Leadership

## Education

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

## Experience

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### 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

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### 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**

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### **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