

Dr. Charlene Zietsma

Max McGraw Professor of Sustainable Enterprise,
School for Environment & Sustainability, Ross School of Business
University of Michigan
3544 Dana Building, 440 Church St., Ann Arbor, MI, 48109
CZietsma@umich.edu, 1-814-826-8626 (C)
Orcid: 0000-0002-6439-3320

EDUCATION

Doctor of Philosophy, Organizational Behaviour, *University of British Columbia, 2003.*

Social Sciences and Humanities Research Council Doctoral Fellowship Recipient, 1997-2000.

Dissertation: Determinants and Processes of Institutional Change in the BC Coastal Forest Industry.

Master of Business Administration, *Simon Fraser University.*

Awarded Dean of Graduate Studies' Convocation Medal for top performance in the MBA program.

Bachelor of Arts, *Wilfrid Laurier University.*

Major: Psychology, Minor: Economics, Achieved top undergraduate GPA in Psychology BA program.

ACADEMIC APPOINTMENTS

***Faculty Director*, Erb Institute, University of Michigan (1/2024 to Present)**

- Lead an institute with the mission to create a sustainable world through business. Programs:
 - A dual masters degree program (MBA and MS Sustainability) and an undergraduate Erb Fellows program, including curricular, extra- and co-curricular activities, development of internships and hands-on impact projects, student advising, career/recruiting support and working with a student advisory board.
 - Michigan Business Sustainability Roundtable: Erb convenes a community of sustainability executives from leading Michigan organizations.
 - Corporate Political Responsibility Taskforce: Erb has encouraged companies to sign Erb Principles for Political Responsibility and convenes seminars and programs.
- Foster partnerships across campus and externally on business+sustainability issues and work with an international Strategic Advisory Council.
- Convene alumni, student and practitioner conferences and events.
- Supported the development and launch of the initial ESG Design Challenge at Ross.

***Max McGraw Professor of Sustainable Enterprise*, University of Michigan, School for Environment & Sustainability and Ross School of Business (1/2023 to Present)**

- Teaching: EAS608 Entrepreneurship & Innovation for Sustainability; MO603 Navigating Change
- Service: SEAS Executive Committee; SEAS Dean's Council (2024-2025); Ross ESG MBA Specialization Committee; Provost's Seminar on Teaching Committee Member (2023); ClimateCAP Conference Faculty Advisor (2023-2024); SEAS/Ross interface roles, including dual degree/Erb Fellow cross-over issues; executive education partnership development (SEAS/Ross); Career development interfaces; faculty issues and more.

***Professor (7/2021-12/2022), Associate Professor (7/2017-6/2021), Management & Organization; PhD Coordinator*, Smeal College of Business, Pennsylvania State University (7/2017 to 12/2022)**

- Teaching: Complex Negotiations in both resident MBA and online Master programs; PhD Qualitative Research; MBA Strategy; Undergraduate New Venture Creation; PhD Colloquium.
- Executive education: Strategy Formulation, Communicating Strategically, Organizational Change
- Mentored ~15 M&O doctoral students and established extra-curricular, research, teaching and social activities to facilitate student success.
- Smeal Center for the Business of Sustainability Research Committee member.

Associate Professor and Ann Brown Chair of Organization Studies, Schulich School of Business, York University (8/2012 to 6/2017)

- Organization Studies MBA 5100 Core course; course director (2014-2015).
- MBA Consulting Project Committee member: 1 project (2014-2015); 2 projects (2013-2014).
- Oversaw Independent Studies courses on Growth (2 x MBA), Stakeholder Partnerships (PhD), Inequality and Institutions (PhD), and Legitimacy (PhD).

Director of Entrepreneurial Studies (2014-2017; sabbatical break 1/1/2016-6/30/2016)

- Staffed courses, developed staff, assessed course offerings, and administered programs.
- Designed EMBA *New Venture Design* (delivered 2016-2017), and *Leading Entrepreneurial Growth* (delivered 2017) courses for Kellogg/Schulich joint EMBA program.
- Redesigned and delivered ENTR 6625, Managing Venture Growth and Transitions.
- Designed and delivered Entrepreneurship Practicum Course (for MBAs and BBAs).

Associate Professor, Winspear Scholar, PhD Program Director, Associate Dean, Research (2010-2012); **Assistant Professor** (2008-2010), University of Victoria, Gustavson School of Business (7/2008 to 6/2012)

- Developed policy, procedures, curriculum (in conjunction with faculty) and program elements for a new PhD program; recruited and mentored students and oversaw faculty and budget.
- Developed curriculum for, and taught, the Foundations of Management Research PhD course.
- Allocated an internal research fund; recognized faculty publications; supported underperforming researchers; and created an internal research conference to facilitate collaboration and support.
- Taught (MBA and BBA) Entrepreneurial & Capstone Strategy, Entrepreneurial Practicum.
- Executive programs: Telus: Strategic Thinking (ratings, 4.7-4.9/5). Hunan University EMBA. Entrepreneurship (ratings, 4.8/5), International Summer Institute Entrepreneurship.

Assistant Professor, Strategy, Richard Ivey School of Business, University of Western Ontario (7/2002 to 6/2008)

- *Strategic Analysis 300* (9 sections); *Strategy II 415* (2 sections); *Teaching Group Coordinator*
- *Ivey Client Field Project 430: Consulting Processes* (2 sections, supervised 25 field projects)
- *Building Sustainable Value PhD course modules*

Lecturer, Strategy, Simon Fraser University, Faculty of Business (1/2000 to 5/2002)

- *Business 478 Strategy* (4 sections); *EMBA 696* (1 section); supervised consulting projects.

Sabbatical, Visiting, Fellowship and Fractional Positions:

Visiting Distinguished Professor, DeGroote School of Business, McMaster University (2025)

Distinguished Scholar, Lazaridis Institute, Wilfrid Laurier University (2022)

International Research Fellow, Oxford University Centre for Corporate Reputation (2020-2026)

Professor, Management (fractional), University of Technology, Sydney (2017-2019)

Chair of Excellence, Universidad Carlos III, Madrid, Spain. (2015, 2016)

Visiting Scholar, University of Sydney (2016), University of Technology Sydney (2016)

Visiting Scholar, Australian Centre for Entrepreneurship Research, Queensland U. of Technology

Visiting Scholar, (2016), Queensland University, Brisbane (2016), University of Liverpool (2016)

Visiting Scholar (2014), Nottingham University, Ningbo, China

RESEARCH INTERESTS

Institutional Change; Social and Sustainable Entrepreneurship and Innovation; Entrepreneurial Interventions in Contexts of Poverty; Emotions in Social Processes; Organizational Field Dynamics.

JOURNAL ARTICLES

- Delbridge, R., Helfen, M., Pekarek, A., Schüßler, E., & Zietsma, C. (2024). Organizing sustainably: Introduction to the special issue. *Organization Studies*, 45(1), 7-29.
- Hamdali, Y., Skade, L., Jarzabkowski, P., Nicolini, D., Reinecke, J., Vaara, E., Zietsma, C. (2024). Practicing Impact and Impacting Practice? Creating Impact through Practice-Based Scholarship. *Journal of Management Inquiry*, 33(3), 230-243.
- Slade Shantz, A., Zietsma, C., Kistruck, G. & Barin Cruz, L. (2024). Exploring the relative efficacy of 'within-logic contrasting' and 'cross-logic analogizing' framing tactics for adopting new entrepreneurial practices in contexts of poverty. *Journal of Business Venturing*, 39(1), 106341.
- Buchanan, S., Zietsma, C. & Matten, D. (2023). Settlement constellations and the dynamics of fields formed around social and environmental issues. *Organization Science*, 34(2): 700-721.
- Malhotra, N., Zietsma, C., Morris, T. & Smets, M. (2021). Making the logics case to handle resistance to change: Leveraging individual level plurality to update logic settlements. *Administrative Science Quarterly*, 66(2): 475-520.
- Zietsma, C. (2021). Inequalities and institutions that benefit good apples. *Journal of Management Inquiry*, 30(4): 472-475.
- Chrispal, S.A., Bapuji, H. & Zietsma, C. (2021). Caste and Organization Studies: Our silence makes us complicit. *Organization Studies*, 42(9), 1501-1515.
- Malhotra, N. & Zietsma, C. (December 16, 2020). Getting Your Team to Buy into a Big Change. *Harvard Business Review*, <https://hbr.org/2020/12/getting-your-team-to-buy-into-a-big-change>.
- Barberá-Tomás, D., Castelló, I., de Bakker, F.G.A. & Zietsma, C. (2019). Energizing through visuals: How social entrepreneurs use emotion-symbolic work for social change. *Academy of Management Journal*, 62(6): 1789-1817. <https://www.youtube.com/watch?v=mXEKCZJMZCE&feature=youtu.be>.
- Van Wijk, J., Zietsma, C., Dorado, S., de Bakker, F.G.A., Marti, I. (2019). Social innovation: Integrating micro, meso and macro level insights from institutional theory. *Business & Society*, 58(5): 887–918.
- Zietsma, C., Ruebottom, T., Slade Shantz, A. (2018). Unobtrusive maintenance: Temporal complexity, latent category control and the stalled emergence of the cleantech sector. *Journal of Management Studies*, 55(7), 1242-1277.
- McKnight, B. & Zietsma, C. (2018). Finding the threshold: A configurational approach to optimal distinctiveness. *Journal of Business Venturing*, 33(4), 493-512. (Authorship shared equally). <https://www.youtube.com/watch?v=FDZILDZhdzo&feature=youtu.be>. Received the 2018 Lazaridis award for the best paper of the year in Journal of Business Venturing.
- *Slade Shantz, A., Kistruck, G. & Zietsma, C. (2018). The Opportunity not Taken: The Occupational Identity of Entrepreneurs in Contexts of Poverty. *Journal of Business Venturing*, 33(4), 416-437.
- Zietsma, C. & Toubiana, M. (2018). The valuable, the constitutive and the energetic: Exploring the impact and importance of studying emotions and institutions. *Organization Studies*, 39(4), 427-443.
- Branzei, O., Frooman, J., McKnight, B. & Zietsma, C. (2018). Investor's assessment of the impact of corporate social performance on default risk in long-term bond markets. *Journal of Business Ethics*, 148(1), 183-203.
- Fan, G. & Zietsma, C. (2017). Constructing a shared governance logic: The role of emotions in enabling dually embedded agency. *Academy of Management Journal*, 60: 2321-2351. Finalist, IACMR-RRBM Award for Responsible Research in Management, 2020.

- Toubiana, M. & Zietsma, C. (2017). The message is on the wall: Emotions, social media and the dynamics of institutional complexity. *Academy of Management Journal*, 60:3, 922-953.
- Toubiana, M., Greenwood, R., Zietsma, C. (2017). Beyond ethos: Outlining an alternate trajectory for emotional competence and investment. *Academy of Management Review*, 42:3, 551-556.
- Zietsma, C., Groenewegen, P., Logue, D., Hinings, C.R., (2017). Field or fields? Building the scaffolding for cumulation of research on institutional fields. *Academy of Management Annals*, 11:1, 391-450.
- Vermeulen, P., Zietsma, C., Greenwood, R. & Langley, A. (2016). Strategic responses to institutional complexity (Introduction to the special issue). *Strategic Organization*, 14(4): 277-286.
- Raaijmakers, A.G.M., Vermeulen, P.A.M., Meeus, M.T.H. & Zietsma, C. (2015). I need time! Exploring pathways to compliance under institutional complexity. *Academy of Management Journal*, 58(1): 85-110. (Authorship has been shared equally among the authors).
- McKague, K., Zietsma, C. & Oliver, C. (2015). Building the social structure of a market. *Organization Studies*, 36(8): 1063–1093.
- Leung, A., Zietsma, C. & Peredo, A.M. (2014). Emergent identity work and institutional change: The 'quiet' revolution of Japanese middle-class housewives. *Organization Studies*, 35(3): 423-450.
- Van Wijk, J. Stam, W., Elfring, T. & Zietsma, C., den Hond, F., (2013). Activists and incumbents structuring change: The interplay of agency, culture and networks in field evolution. *Academy of Management Journal*, 56: 358-386.
- Zietsma, C. (2013). Is there room for ethical leadership in today's business environment? *International Journal of Ethical Leadership*, Vol. 2.
- Zietsma, C. & Tuck, R. (2012). First, do no harm: Evaluating resources for teaching social entrepreneurship. *Academy of Management Learning and Education*, 11(3): 512-517.
- Zietsma, C. & Lawrence, T. (2010). Institutional work in the transformation of an organizational field: The interplay of boundary work and practice work. *Administrative Science Quarterly*, 55, 189-221. *Awarded ASQ Scholarly Contribution Award in 2016 for the most substantial scholarly contribution to the field of organization studies of articles published in 2010. Chosen as an "Editors' Choice" article for "Mobilization and Entrepreneurship", Administrative Science Quarterly.*
- Zietsma, C. & Winn, M. (2008). Building chains and directing flows: Strategies and tactics of mutual influence in stakeholder conflicts. *Business and Society*, 47(1): 68-101.
- Winn, M., MacDonald, P., & Zietsma, C. (2008). Managing industry reputation: The dynamic tension between collective and competitive reputation management strategies. *Corporate Reputation Review*, 11: 35-55.
- Moore, D.A., Oesch, J. M. & Zietsma, C. (2007). What competition? Myopic self-focus in market-entry decisions. *Organization Science*, 18(3), 440-454. (Authorship has been shared equally).
- Cardon, M., Zietsma, C., Saporito, P., Matherne, B. & Davis, C. (2005). A Tale of Passion: New insights into entrepreneurship from a parenthood analogy. *Journal of Business Venturing*. 20:1, 23-45.
- Winn, M. & Zietsma, C. (2004). War of the woods: A forestry giant seeks peace. *Greener Management International, Journal of Corporate Environmental Strategy and Practice*, 48, 21-37.

- Zietsma, C., Winn, M., Branzei, O. & Vertinsky, I. (2002). The war of the woods: Facilitators and impediments of organizational learning processes. *British Journal of Management*, 13 (Special Issue), S61-S74.
- Zietsma, C. (2002). The present through the eyes of the past. *Journal of Management Inquiry*, 11:1, 6-7.
- Frost, P. & Zietsma, C. (2002). Introduction: Ghosts of academies past, present and future: A plurality of perspectives on the field of organization studies. *Journal of Management Inquiry*, 11:1, 8-12.
- Amit, R., MacCrimmon, K., Zietsma, C. & Oesch, J. (2001). Does money matter? Wealth attainment as the motive for initiating growth-oriented technology ventures. *Journal of Business Venturing*, 16:2, 119-143.
- Zietsma, C. & Vertinsky, I. (2001) Shades of green: Cognitive framing and the dynamics of corporate environmental response. *Journal of Business Administration and Policy Analysis*, Vol. 27-29, 1999-2001, 261-291.
- Sheppard, J. & Zietsma, C. (1997) The childless corporation: Where does the family fit in the employee's life? *Journal of Business and Society*, 1997, 10:2, 238-244.
- Nakamura, M., Vertinsky, I. & Zietsma, C. (1997). Does culture matter in inter-firm cooperation? Research consortia in Japan and the US. *Managerial and Decision Economics*, 18:2.

BOOKS & BOOK CHAPTERS

- Barin Cruz, L., Zietsma, C., Aguilar Delgado, N. & de Smet, S. (forthcoming). At the risk of not being decolonial enough: reflecting on research practices to alleviate poverty. *Research in the Sociology of Organizations*.
- Heales, K., Zietsma, C. and Cruz, L.B. (2025), "Navigating Intersectional Inequalities: Resource Assemblage for Firm Profits", Bacq, S., Smolka, K.M., Slade Shantz, A.F. and Heugens, P.P.M.A.R. (Ed.) *Necessity Entrepreneurship: Getting Beyond the Binary (Research in the Sociology of Organizations, Vol. 92)*, Emerald Publishing Limited, Leeds, pp. 163-189. April.
<https://doi.org/10.1108/S0733-558X20250000092015>.
- Höllerer, M., Schneiberg, M. Thornton, P., Zietsma, C. & Wang, M. (2020). Rediscovering the power of institutions: The macrofoundations of institutional analysis. In *Macrofoundations: Exploring the Institutionally Situated Nature of Activity (Research in the Sociology of Organizations)*. Bingley, UK: Emerald Publishing,
- Zietsma, C., & Toubiana, M. (2019). Emotions as the glue, the fuel and the rust of social innovation. In G. George, T. Baker, P. Tracey & H. Joshi (eds.), *Handbook of Inclusive Innovation: The role of organizations, markets and communities in social innovation*. Cheltenham, U.K.: Edward Elgar, pp. 322-341.
- Zietsma, C., Toubiana, M., Voronov, M. & Roberts, A. E. (2019). *Emotions in Organization Theory*. Cambridge Elements on Organization Theory book series. Cambridge University Press.
- Roberts, A. & Zietsma, C. (2018). Working for an App: Organizational Boundaries, Roles and Meaning of Work in the "On-Demand" Economy. In L. Ringel, P. Hiller, & C. Zietsma (Eds.), *Toward permeable boundaries of organizations? (Research in the Sociology of Organizations, Volume 57)*. Bingley, UK: Emerald Publishing, pp. 195-225.
- Ringel, L., Hiller, P. & Zietsma, C. (2018). Toward Permeable Boundaries of Organizations? Introduction to the volume. In L. Ringel, P. Hiller, & C. Zietsma (Eds.), *Toward permeable boundaries of organizations? (Research in the Sociology of Organizations, Volume 57)*. Bingley, UK: Emerald Publishing, pp. 3-28.

- Ringel, L., Hiller, P. & Zietsma, C. (2018). *Toward permeable boundaries of organizations? (Research in the Sociology of Organizations, Volume 57)*. (Edited volume). Bingley, UK: Emerald Publishing.
- Hinings, C.R., Logue, D., & Zietsma, C. (2017). Fields, governance and institutional infrastructure. In R. Greenwood, C. Oliver, T.B., Lawrence & R. Meyer (Eds.), *SAGE Handbook of Organizational Institutionalism*, 2nd edition, 163-189, Thousand Oaks, CA: Sage.
- Leung, A., Zietsma, C. & Peredo, A.M. (2015). Emergent identity work and institutional change: The 'quiet' revolution of Japanese middle-class housewives. Reprinted in L.P. Dana (Ed.), *Asian Entrepreneurship*. Sage Publications. ISBN: 9781-4739-1381-3.
- Zietsma, C. & McKnight, B. (2009). Building the Iron Cage: Institutional creation work in the context of competing protoinstitutions. In Lawrence, T.B., Suddaby, R. & Leca, B. (Eds.), *Institutional Work: Actors and Agency in Institutional Studies of Organizations*, Cambridge University Press, 143-177.
- Crossan, M.; Bansal, P.; Killing, J.P.; White, R.E.; Zietsma, C. (2007). *Strategic Management: A Casebook*; eighth edition, Pearson Prentice-Hall.
- Branzei, O. & Zietsma, C. (2003). Temporary cognitions of entrepreneurial love: Dancing with the opportunity. In *Frontiers of Entrepreneurship Research*, Babson Park, MA: Arthur M. Blank Center for Entrepreneurship, Babson College, 242-256.
- Zietsma, C. & Vertinsky, I. (2001). Shades of Green: Cognitive framing and the dynamics of corporate environmental response. In Peter N. Nemetz (ed.), *Bringing Business On Board: Sustainable Development and the B-School Curriculum*, JBA Press, 2001.
- Zietsma, C. (1999). Opportunity Knocks – Or Does it Hide? An examination of the role of opportunity recognition in entrepreneurship. In P.D. Reynolds, W.D. Bygrave, S. Manigart, C.M. Mason, G.D. Meyer, H.J. Sapienza & K.G. Shaver (Eds.), *Frontiers of Entrepreneurship Research*. Babson Park, MA: Arthur M. Blank Center for Entrepreneurship, Babson College, 242-256.

WORK IN PROGRESS

- Zietsma, C., Barin Cruz, L., Gond, J.-P. & Leca, B. The development of capabilities for institutional work. Revise & resubmit, *Academy of Management Journal*.
- Nissila, H. & Zietsma, C. Fit for the Times: Collective Temporal Work in a Solar Energy Movement during Market Creation. Revise & resubmit, *Journal of Management Studies*.
- De Smet, S., Boros, S., Gupta, B. & Zietsma, C. Exploring reflexivity and agency of women entrepreneurs facing institutional contradictions: implications for empowerment. Under review, *Entrepreneurship Theory & Practice*.
- Delbridge, Rick, Suddaby, Roy, Zietsma, Charlene, Chowdhury, Rashedur, Wickert, Christopher. Atlas Unplugged: Re-Imagining the premises and prospects of Capitalism for Business and Society: Introduction to the special issue. In preparation for submission to *Journal of Management Studies*.
- Garud, Raghu, Phillips, Nelson, Snihur, Yuliya, Thomas, Llewellyn & Zietsma, Charlene. Entrepreneurial Hype: Introduction to the special issue. In preparation for submission to *Journal of Business Venturing*.

Hu, Y., & Zietsma, C., Li, Y. & Roulet, T. Playing the edge ball at the Ping Pong Table: Relational Ideology Work in Repressive Contexts. In preparation for submission, ***Journal of Management Studies***.

Heales, K, Slade Shantz, A., Pacheco, D., Barin Cruz, L., & Zietsma, C. How Institutional Logics Influence Growth: A Field Experiment with Tunisian Women Entrepreneurs. In preparation for submission, ***Academy of Management Journal***.

Slade Shantz, A., Pacheco, D., Barin Cruz, L., & Picone, K., Zietsma, C. Resource perceptions, institutional constraints and women's entrepreneurial growth aspirations in impoverished contexts. In preparation for submission, ***Academy of Management Journal***.

Bonfim, Leandro, Zietsma, Charlene, Coraiola, Diego & Segatto, Andrea. Architects of markets: Social symbolic work in addressing grand challenges. In preparation for submission, ***Academy of Management Journal***.

Malhotra, Namrata, Zietsma, Charlene, Aranda, Ana & Morris, Timothy. Managing core and event stigma to minimize stigma transference to a social control agent. In preparation for submission, ***Administrative Science Quarterly***.

Yu, Haitao, Amaral, Lucas & Zietsma, Charlene. Visual Aesthetics and the Dynamics of Attention in Environmental Crises. In preparation for submission, ***Academy of Management Journal***.

AWARDS

Best Paper in Entrepreneurship Award, 2023. OMT Division, Academy of Management Conference. (for Heales, Slade Shantz, Pacheco, Barin Cruz, Zietsma, 2023).

Best Paper in Entrepreneurial Cognition Award, 2023. MOC Division, Academy of Management Conference. (for Slade Shantz, Zietsma, Kistruck & Barin Cruz, 2023).

Runner Up, 2022 Financial Times Responsible Business Education Award for Academic Research (for Chrispal, Bapuji & Zietsma, 2021).

Finalist, 2021 Responsible Research in Management Award, International Association for Chinese Management Research and the Community for Responsible Research in Business and Management (for Barbera Tomas, Castello, de Bakker & Zietsma, 2019).

Best Developmental Reviewer Award, Academy of Management Review, 2022.

Best Reviewer Award, Academy of Management Journal, 2021, 2023.

RISE Above Award, 2019-2020, Smeal College of Business, for commitment to Honor and Integrity through research, teaching and service.

Finalist, ONE-SIM Outreach Award 2020. Academy of Management (for Barbera Tomas, Castello, de Bakker & Zietsma, 2019).

Finalist, 2020 Responsible Research in Management Award, International Association for Chinese Management Research and the Community for Responsible Research in Business and Management (for Fan & Zietsma, 2017).

Financial Times Top 100 Articles in Management for Social Contribution 2020, for Barbera Tomas, Castello, de Bakker & Zietsma, 2019 (47th).

Lazaridis Award, 2019, for the Best Paper of 2018 published in the Journal of Business Venturing.

Nominee, Carolyn Dexter Award for Best International Paper, 2017 Academy of Management Conference, Atlanta, Georgia.

Administrative Science Quarterly Scholarly Contribution Award, for the paper published in 2010 which most substantially shifted the field of organization studies (awarded in 2016).

Emerging Leader, The Dean's Research Impact Award, Schulich School of Business, 2017.

Nominee, The Dean's Research Impact Award, Emerging Leader Category, Schulich School of Business, 2015.

Nominee, Craigdarroch Silver Medal for Excellence in Research, University of Victoria, 2012.

Nominee, President's Distinguished Service Award, Entrepreneurship team, Univ. of Victoria, 2012.
Excellence in Research Award, 2011 University of Victoria Gustavson School of Business.
Best Case Award, 2011 Administrative Sciences Association of Canada.
Honourable Mention for Best English Paper, CCSBE 2011.
Excellence in Service Award, 2009 University of Victoria Faculty of Business.
Innovation Excellence Award, Entrepreneurship team, 2009 University of Victoria Faculty of Business.
Honourary Paper Award, Social Responsibility, 2009 Administrative Sciences Association of Canada.
Finalist, Sage-Louis R. Pondy Award for Best Paper Based on a Dissertation, OMT Division, 2003 Academy of Management Conference, Denver, Colorado.
Best Paper, Strategy Division, 1999 Administrative Sciences Association of Canada, St. John.
Best Symposium, OMT Division, 1999 Academy of Management Conference, Chicago, IL.
Best Student Paper, 1997 Canadian Association of Logistics Management Conference.

RESEARCH GRANTS AND FUNDING

Social Sciences & Humanities Research Council of Canada (SSHRC) Insight Grant (April 2021 to April 2026). How does the interplay between mandatory and voluntary regulation shape industry practice change for the better? Principal investigator: Charlotte Cloutier; Co-investigator: Stephanie Bertels; Collaborator: Charlene Zietsma. Funded for \$148,156 CDN.

Social Sciences & Humanities Research Council of Canada (SSHRC) Partnership Development Grant 890-2019-0011 (2020-2022). Scaling Entrepreneurship for Economic Development (SEED Partnership): Supporting International and Local Promoters of Entrepreneurship Programs. Total funding:~\$490,000 CDN/\$357,000 US (SSHRC: \$196,265 CDN; Developpement International Desjardins: \$205,000 CDN; Smeal College of Business: \$25,000 US; HEC Montreal: \$43,000 CDN; University of Alberta: \$6,000 CDN). Principal investigator: Luciano Barin-Cruz. Collaborator: Charlene Zietsma. Multiple collaborators and partner organizations.

Center for the Business of Sustainability, Smeal College of Business research grant: How do meta-organizations build sustainable global supply chain networks? (2020-2021). The Case of the Responsible Business Alliance (with Veronica Villena and Denny Gioia). Funded for \$10,000.

Sustainability at Smeal College of Business Internal Grant (2018-2019). Cold Facts and Hot Emotions: A Transdisciplinary Approach Involving Art, Science & Sustainability. Funded for \$8,656.

Social Sciences & Humanities Research Council of Canada (SSHRC) Insight Grant 435-2017-0623 (2017-2021). Diffusing social innovation: Overcoming the challenge of contextual bridging. Funded for \$151,020 CDN. Principal investigator: Luciano Barin-Cruz. Collaborator: Charlene Zietsma.

MITACS and Van City Credit Union (2012). Funding for \$30,000 granted to support doctoral student research in greening the economy of Victoria and its environs. Project complete.

Social Sciences & Humanities Research Council of Canada (SSHRC) Standard Research Grant 410-2011-485 (2011-2014). Legitimizing strategies of clean technology entrepreneurs: Investigating network and discursive strategies for resource acquisition and industry change. Funded for \$81,810. Principal Investigator: Charlene Zietsma; Collaborator: M. Gavira, University of Campinas, Brazil.

SSHRC Standard Research Grant (2011-2014). Female entrepreneurs, community enterprises, and social change: A comparative study of Canada and Japan. Funded for \$67,500. Principal Investigator: Aegean Leung; Co-investigators: Charlene Zietsma and Ana Maria Peredo.

Export Development Canada Case Writing Contract (2009-2010). \$21,010.

SSHRC Internal Research Grant (2009). Challenges and opportunities facing sustainable energy entrepreneurs in Canada. Funded for \$4,000. Principal Investigator: Charlene Zietsma.

SSHRC CURA LOI funding (2009). Developing entrepreneurial capacity and expertise in northern aboriginal communities. Funded for \$20,000. Principal Investigator: Brock Smith; Co-Investigators: James Hopkins, Brent Mainprize, Charlene Zietsma.

BC Innovation Council case writing grant (2008-2009). \$16,000.

Foundation Western Grant (2007): Grounded & groundbreaking: Strategies for exceptional qualitative research conference. Co-Applicants: Claus Rerup & Charlene Zietsma. \$4293. Additional funding provided by Ivey Business School Dean's Office and Cross-Enterprise Leadership Centers: \$8000.

SSHRC Standard Grant (2004-2007): Social-to-strategic issue transformation in the salmon-farming industry: A comparative study of the structural, power and cognitive dynamics in institutional fields. Principal Investigator: Monika Winn; Co-Investigators: Charlene Zietsma, Tom Lawrence. Collaborators: Andrew Griffiths and Stephanie Cairns. Funded for \$133,610.

SSHRC Standard Grant (2003-2006): Stakeholder influence strategies and institutional change. Principal Investigator: Charlene Zietsma. Funded for \$63,928.

Ivey Research Grant (2002): Stakeholder influence strategies and organizational learning. Principal Investigator: Charlene Zietsma. Funded for \$3,250.

TEACHING CASE STUDIES IN BOOKS

Zietsma, C. Charles Chocolates.

- In Beamish, P. (2015). **Cases in Strategic Management, 11e**. McGraw-Hill Ryerson.

Winn, M. & Zietsma, C. The War of the Woods: A forestry giant seeks peace.

- In Daft, R.L. & Armstrong, A., (2014). **Organization Theory & Design**, Third edition. Toronto: Nelson Education.
- In Galea, C. (Ed.), (2006). **Teaching Business Sustainability: From theory to practice, 2nd Edition**. Sheffield, UK: Greenleaf Publishing.

Zietsma, C., Mitchell, J. Ontario Science Centre.

In Rowe, G. & Conway Dato-on, M. (Eds.) (2013), **Introduction to Nonprofit Leadership: Text and Cases**. Thousand Oaks: Sage.

Zietsma, C. Rogers' Chocolates.

- In Rothaermel, F.T., (2013). **Strategic Management: Gaining and Sustaining Competitive Advantage, Concepts and Cases**, 1st Edition, McGraw-Hill, Irwin.
- In Thompson, Strickland & Gamble (2009), **Crafting and Executing Strategy: The Quest for Competitive Advantage**, 17th Edition.

Zietsma, C. & Rowe, G. *Newfoundland Centre for the Arts*. Ivey Publishing. Case and teaching note.

- In Rowe, G. & Conway Dato-on, M. (Eds.) (2013). **Introduction to Nonprofit Leadership: Text and Cases**. Thousand Oaks: Sage.
- In M. Hitt, D. Ireland, R. Hoskisson, J. Sheppard and W.G. Rowe (Eds.) (2006), **Strategic Management: Cases for Competitiveness and Globalization**, Revised, 2nd Edition. Toronto: Nelson Thompson Learning.

Zietsma, C. & Mark, K. Hewlett Packard in 2001.

- In Barney, J. & Hesterly, W. (2007), **Strategic Management and Competitive Advantage: Concepts & Cases**, 2nd edition Pearson/Prentice Hall.
- In Paul W. Beamish and Kevin K. Boeh (Eds.), (2006). **Cases in Mergers and Acquisitions**, Thousand Oaks: Sage.

Zietsma, C. & Wong, R. KTM: Ready to Race. In Crossan, et al., (Eds.), (2007), **Strategic Analysis and Action: A Casebook**, 8th Edition (2007). Toronto: Pearson, Prentice Hall.

Zietsma, C. & Sekhar, C. *Loblaws*. Ivey Publishing. Case and teaching note.

- In Crossan, et al., (Eds.), (2007), **Strategic Analysis and Action: A Casebook**, 8th Edition Toronto: Pearson, Prentice Hall.
- In P. Beamish (Ed.), **Cases in Strategic Management**, 8th Edition (2006), McGraw-Hill Ryerson.
- In M. Hitt, D. Ireland, R. Hoskisson, J. Sheppard and W.G. Rowe (Eds.) (2006), **Strategic Management: Cases for Competitiveness and Globalization**, Revised, 2nd Edition. Toronto: Nelson Thompson Learning.

Zietsma, C., Mark, K. & Mitchell, J. *Audible.com*. Ivey Publishing. Case and teaching note.

- In Crossan, et al., (Eds.), (2007,) **Strategic Analysis and Action: A Casebook**, 8th Edition. Toronto: Pearson, Prentice Hall.
- In Schaan, J.-L. & Kelly, M., (Eds.), (2006), **Cases in Alliance Management**. Thousand Oaks: Sage.
- In Crossan, M. et al. (Eds.), (2005), **Strategic Analysis and Action: A Casebook**, 7th Edition. Toronto: Pearson, Prentice Hall.

Zietsma, C. & Thornhill, S. *Frontier Adventure Racing: Pack Lightly, Go Like Hell, Never Give Up*. Case and teaching note, Ivey Publishing.

- In M. Hitt, D. Ireland, R. Hoskisson, J. Sheppard and W.G. Rowe (Eds.) (2006). **Strategic Management: Cases for Competitiveness and Globalization**, Revised, 2nd Edition and 1st Edition (2004). Toronto: Nelson Thompson Learning.
- In E. Morse (Ed.), (2005). **The Venture Creation Process Casebook**. Thousand Oaks: Sage.

TEACHING CASE STUDIES (DISTRIBUTED)

Zietsma, C. (2013). Charles Chocolates A, B & C. Case studies and teaching note. Ivey Publishing.

Zietsma, C. & Day, D. (2010). VIH Aviation Group. Case study, teaching note and video prepared for Export Development Canada, http://www.edc.ca/english/student_16256.htm. Winner, Best Case Award, ASAC Conference, Montreal, PQ, 2011.

Zietsma, C. & Hayter, J. (2009). Zengar Institute. Case and teaching note. BC Innovation Council Case Library, <http://www.bccic.ca/case-library>.

Zietsma, C. & Wallis, R. (2009). Carmanah Technologies Corporation: New Markets for Solar Lighting. Case and teaching note. BC Innovation Council Case Library, <http://www.bccic.ca/case-library>.

Zietsma, C. (2008). Rogers' Chocolates A, B and C. Ivey Publishing, Case and teaching note. One of Ivey's top 15 case studies in 2011/2012.

Zietsma, C. & Mark, K. (2007). West Lake Home Furnishings. Ivey Publishing. Case and teaching note.

Zietsma, C. & McKnight, B. (2007). Sensible Life Products A and B. Ivey Publishing. Cases and teaching notes.

Zietsma, C. & Mark, K. (2006). British Columbia Automobile Association: Post strike and looking towards the future. Ivey Publishing. Case and teaching note.

Zietsma, C. & McDonald, P. (2006). Cermaq A.S. Ivey Publishing. Case and teaching note.

Winn, M. & Zietsma, C. (2006). The War of the Woods. Galea, C. (Ed.) Teaching Business Sustainability: From theory to practice, 2nd Edition. Sheffield, UK: Greenleaf Publishing. Selected as "Synthesis Case" for the 3rd Sustainable Enterprise Academy (SEA) for Business executives.

- Zietsma, C., Fischlmayr, I. & Wong, R. (2006). *KTM Quest for Growth*. Ivey Publishing. Case and teaching note.
- Sapp, S., Fischlmayr, I., Zietsma, C. & Wong, R. (2006). *KTM: Venture Capitalist Exit*. Ivey Publishing. Case and Teaching Note.
- Zietsma, C. & Wong, R. (2005). *KTM Motorcycles – Ready to Race*. Ivey Publishing. Case and note.
- Zietsma, C. & Kistruck, G. (2005). *Aurora Cultural Centre*. Ivey Publishing. Case and teaching note.
- Zietsma, C. & Mitchell, J. (2005). *Ontario Science Centre*. Ivey Publishing. Case and teaching note.
- Zietsma, C. & Rowe, G. (2005). *Newfoundland Centre for the Arts*. Ivey Publishing. Case and note.
- Zietsma, C., Mark, K. & Mitchell, J. (2004). *Hewlett Packard/Compaq Competitive Dynamics Case Set and Teaching Note:*
- | | | |
|--------------------------------|---------------------|---------------------------------|
| <i>Hewlett Packard in 2001</i> | <i>IBM in 2001</i> | <i>Lexmark in 2001</i> |
| <i>Hewlett Packard in 2004</i> | <i>Dell in 2001</i> | <i>Sun Microsystems in 2001</i> |
- Zietsma, C. & Anonymous (2004). *A Minor Assignment*. Ivey Publishing. Case set and teaching note.
- Zietsma, C. & Sekhar, C. (2004). *Loblaws*. Ivey Publishing. Case and teaching note.
- Zietsma, C., Mark, K. & Mitchell, J. (2004). *Audible.com*. Ivey Publishing. Case and teaching note.
- Zietsma, C. & Thornhill, S. (2001). *Frontier Adventure Racing: Pack Lightly, Go Like Hell, Never Give Up*. Case and teaching note, Ivey Publishing.

REFEREED CONFERENCE PROCEEDINGS

- Heales, K, Slade Shantz, A., Pacheco, D., Barin Cruz, L., & Zietsma, C. (2023). How Institutional Logics Influence Growth: A Field Experiment with Tunisian Women Entrepreneurs. *Academy of Management Conference Proceedings*. Winner: OMT Division Best Paper in Entrepreneurship Award.
- Slade Shantz, A., Kistruck, G. & Zietsma, C. (2017). The Opportunity not Taken: Entrepreneurship as an Occupational Identity in Contexts of Poverty. *Academy of Management Conference Proceedings*.
- Castello, I., Barbera, D., & Zietsma, C. (2013). Intentional Field Creation: The Case of an Anti-Plastic Pollution Social Movement, *Academy of Management Conference Proceedings*.
- Zietsma, C. (2013). Using Game Design Principles to Improve the Classroom, the Workplace and Life in General. *Organizational Behavior Teaching Conference Proceedings*.
- Zietsma, C., Tuck, R., & Doucette, J. (2011). Seeking greener pastures: clean technology entrepreneurs' strategies to overcome institutional barriers to adoption. *Canadian Council for Small Business & Entrepreneurship Annual Conference, Windsor, Ontario, Conference Proceedings*. Honourable Mention, Best Paper Award.
- Zietsma, C. & Day, D. (2011). VIH Aviation Group. Case study and teaching note. *ASAC Case Track Proceedings*. Montreal, Quebec. Best Case Award.
- Frooman, J., Branzei, O., McKnight, B. & Zietsma, C., (2009). Social (Ir)Responsibility Effects on Long-term Capital Costs. *ASAC Social Responsibility Division, Best Paper Proceedings, Honourary Paper Award*.

- Frooman, J., Zietsma, C., & McKnight, B. (2008). There is no good reason not to be good. *ASAC Social Responsibility Division, Best Paper Proceedings*.
- Frooman, J., Zietsma, C., & McKnight, B. & Murrell, A. (2008). How Risk Mediates the CSP-CFP Link. *Academy of Management Social Issues in Management Division, Best Paper Proceedings*.
- Rouse, M. & Zietsma, C. (2008). Responding to weak signals: The emergence of adaptive dynamic capabilities for strategic renewal, *Organizational Learning, Knowledge & Capabilities Conference, Best Paper Proceedings*.
- MacDonald, P., Zietsma, C. & Winn, M. (2007). Learning from the Enemy: Knowledge Creation and the Dynamics of Deinstitutionalization. *Organizational Learning, Knowledge and Capabilities Conference, Best Paper Proceedings*.
- Zietsma, C. & Rouse, M. (2006). Responding to weak signals: An empirical investigation of emergent adaptive capabilities. *ASAC Strategy Division, Best Paper Proceedings*.
- Zietsma, C. & Kistruck, G. (2006). Aurora Cultural Centre Case Study. *ASAC Case Track Proceedings*.
- Zietsma, C. & Wong, R. (2006). KTM Ready to Race. *ASAC Case Track Proceedings*.
- Rouse, M. & Zietsma, C. (2005). Emergent Adaptive Capabilities: Organizing to respond to weak signals. *British Academy of Management Conference Proceedings*.
- Zietsma, C. (2003). Multilevel Determinants and Processes of Institutional Change, *Academy of Management Best Paper Proceedings*, Seattle, WA. *Finalist*, Sage-Louis R. Pondy Award for Best Paper Based on a Dissertation.
- Zietsma, C., & Vertinsky, I. (2003). Corporate Responses to Influence Attempts from Socially-Oriented Stakeholders. *Eastern Academy of Management Conference Proceedings*, Porto, Portugal.
- Zietsma, C., Winn, M., Branzei, O. & Vertinsky, I. (2001). The War of the Woods: Processes of Organizational Learning and Institutional Change. In M. Crossan & F. Olivera (Eds.), *Organizational Learning and Knowledge Management: New Directions*. London: Richard Ivey School of Business, 679-701.
- Branzei, O., Vertinsky, I. & Zietsma, C. (2000). From Green-blindness to the Pursuit of Eco-sustainability: An Empirical Investigation of Leader Cognitions and Corporate Environmental Strategy Choices. In S. Havlovic (Ed.), *Academy of Management Best Paper Proceedings*. Toronto, ON: Academy of Management.
- Zietsma, C. (1999). Trust or Contracts for Alliance Governance: Both? Presented at the *Administrative Sciences Association of Canada Conference*, Saint John, NB. Winner of Best Paper Award, Strategy Division. In W.G.Rowe (Ed.), *ASAC 99 Proceedings, Strategy Division, Managing on the Digital Frontier*, 20(6), 11-20.
- Zietsma, C. & Vertinsky, I. (1999) Cognitive Framing of Corporate Environmental Response: Examples from the Forest Industry. In Veeman, T., Smith, D., Purdy, B, Salkie, F. & Larkin, G. (Eds.), *Science and Practice: Sustaining the Boreal Forest*, 710-719.
- Zietsma, C. (1997). Developing Trust Within Organizations. Presented at the *Administrative Sciences Association of Canada*, and published in the *Best Papers Proceedings, OB Division*, 18(5), 109-118.
- Zietsma, C., Nakamura, M., & Vertinsky, I. (1997). What Leads Competitors to Collaborate in R&D? A Comparison of U.S. and Canadian R&D Consortia. In Kocagaoglu, D. & Anderson, T. (Eds.), *Innovation in Technology Management: The Key to Global Leadership*, 106-110.

INVITED TALKS (2015-Present only)

Divisional Keynote Speaker (May 2025). How are theories have to change in a F!*"#d up world. Organizational Studies and Strategy Divisions, Administrative Sciences Association of Canada, Waterloo, ON.

Zietsma, C. (April, 2025). Addressing the tension between contextualizing and scaling in grand challenge interventions. Kogod Business School, American University, Washington, DC.

Zietsma, C. (March, 2025). Addressing the tension between contextualizing and scaling in grand challenge interventions. SEAS, University of Michigan.

Zietsma, C., (March, 2025). A Multisolver's Quest: Impact through Research and Research through Impact. DeGroote School of Business, McMaster University.

Zietsma, C., (January, 2025). Developing Capabilities for Scaling Place-Based Intervention Work to Address Grand Challenges. DeGroote School of Business, McMaster University.

Zietsma, C. (August 2024). Inside-Out Purpose and Scale. ISOI-HEC Paris Corporate Purpose and Sustainable Capitalism Conference 2024, Chicago.

Zietsma, C. (May, 2024). Amplify your Positive Impact on the World's Toughest Problems. Center for Positive Organizations' Amplify conference, Ann Arbor, Michigan.

Keynote Speaker (April, 2024). Navigating Time, Place and Relational Discordances to Unlock Disruptive Innovation for Sustainable Transitions. DFG Network Meeting, Göttingen, Germany.

Zietsma, C. (February, 2024). Stretch and Breathe. ClimateCAP 2024 Conference Closing. Ann Arbor, Michigan.

Zietsma, C. (February, 2024). ClimateCAP 2024, Educators' Network facilitation.

Zietsma, C. (March, 2023). Architects of markets: Urban entrepreneurialism and institutional work in the creation and diffusion of the bus rapid transit market, 1969-1999. (Joint work with Bonfim, L., Coraiola, D.). Alliance for Research on Corporate Sustainability online seminar series.

Zietsma, C. (2023). Playing the edge ball at the Ping Pong Table: Co-optive Ideology Work in Repressive Contexts. (Joint work with Yanfei Hu). Hosmer Lecture, University of Michigan.

Zietsma, C. (2023). Becoming an institutional intervener: Developing capabilities for institutional work. (Joint work with L. Barin Cruz, J.P. Gond, B. Leca). Management & Organization Department, Ross School of Business, University of Michigan.

Keynote Speaker (November, 2022). Partnerships, Performance, Power and Potential, Collaborative Innovation and Entrepreneurship Conference, Maastricht, Netherlands.

Zietsma, C. (April, 2022). Scaling Modes: Organizational Dynamics During Rapid Organic Growth. Wilfrid Laurier University, Waterloo, Canada.

Zietsma, C. (March, 2022). Settlement constellations and the dynamics of fields formed around social and environmental issues. Hogeschool van Amsterdam, Amsterdam, Netherlands.

Zietsma, C. (November, 2021). Surrounding Social Change. Weatherhead School of Management, Case Western Reserve University, Cleveland, OH (virtual).

Zietsma, C. (October, 2021). Experimentation in Entrepreneurship. Gender in Entrepreneurship Network (virtual).

Zietsma, C. (April, 2021). Scaling Impact: Developing capabilities for institutional work. Judge School of Business, Cambridge University, research seminar (virtual).

Zietsma, C. (April, 2021). Scaling Impact: Developing capabilities for institutional work. Asper School of Business, University of Manitoba, research seminar (virtual).

Zietsma, C. (November, 2020). Scaling Impact: Developing capabilities for institutional work. Wilfrid Laurier University, research seminar.

Tales from the Field, Qualitative Methods Reading Group, Montreal. March, 2021.

Guest Lecturer, Social-Symbolic Work PhD seminar for Tom Lawrence and Nelson Phillips, Said School of Business, Oxford University, and Imperial College London. March, 2021.

Qualitative Methods PhD seminar for Eileen Fischer, Schulich School of Business, York University. September, 2020.

Social-Symbolic Work PhD seminar for Tom Lawrence and Nelson Phillips, Said School of Business, Oxford University, and Imperial College London. October, 2020.

Sustainability and Social Innovation PhD seminar for Luciano Barin-Cruz, HEC Montreal. September, 2020.

Fan, G. & Zietsma, C. Constructing a shared governance logic: The role of emotions in enabling dually embedded agency. Presented at the *IACMR-RRBM Award for Responsible Research in Management Award Celebration Webinar*, October 2020.

Keynote speaker (May 2020). The Great Reset: Pivoting from Covid to Climate Change. Organizing Sustainably Conference, Organization Studies Summer Workshop, Crete, Greece (Presented virtually due to covid-19).

Zietsma, C. (March, 2020). Scaling Capabilities: What We Can Learn from For-Profit Entrepreneurs and Institutional Interveners? Said School of Business, Oxford University.

Zietsma, C. (December, 2019). Shock, shame and reflexivity: (How) does art help us to change our unsustainable ways? Smeal College of Business, Sustainability Research Series talk.

Zietsma, C. (November, 2019). Making the Logics Case: Leveraging individual level plurality to tackle logic-based resistance to change. HEC Montreal, Quebec.

Zietsma, C. (June, 2019). The Microfoundations of Perception and Behavior Change: A Field Experiment on the Efficacy of Frame Bridging and Frame Shifting Strategies for Stimulating Innovative Entrepreneurship in Contexts of Poverty. Emlyon, Lyon, France.

Zietsma, C. (June, 2019). The Microfoundations of Perception and Behavior Change: A Field Experiment on the Efficacy of Frame Bridging and Frame Shifting Strategies for Stimulating Innovative Entrepreneurship in Contexts of Poverty. ESSEC, Paris, France.

Keynote Speaker (October, 2018). Making Social Change. Ivey Business School PhD Sustainability Academy, Sustainability Showcase.
https://www.youtube.com/watch?v=lq_LWEkHoY8&feature=youtu.be.

Keynote Speaker (November, 2018). Reinvigorating multi-level theorizing of institutions and organizations. University of Queensland, Brisbane.

Zietsma, C. (September, 2018). Energizing through visuals: How social entrepreneurs use emotion-symbolic work for social change. Cornell University, ILR/SC Johnson School of Business.

Closing Panelist, (June, 2018). Alberta Institutions Conference, Edmonton.

Zietsma, C. (May, 2018). Developing and elaborating dynamic capabilities for institutional work. University of Technology, Sydney.

Zietsma, C. (May, 2018). Developing and elaborating dynamic capabilities for institutional work. University of Melbourne, Melbourne.

Zietsma, C. (May, 2018). Developing and elaborating dynamic capabilities for institutional work. Australian National University, Canberra.

Zietsma, C. (May, 2018). Taking it up a notch: Aiming for A* Journals. Presented at Australian National University, Canberra, Australia.

Zietsma, C. (November, 2017). Emotions as the fuel, the glue and the rust of social innovation. University of Technology, Sydney.

Zietsma, C. (November, 2017). Finding the threshold: A configurational approach to optimal distinctiveness. University of Technology, Sydney.

Zietsma, C. (November, 2017). Key lessons to scale your business. University of Technology Sydney Master class.

Zietsma, C. (October, 2017). A non-conflictual pathway of change by the marginalized: Interstitial positioning and logic integration. Jonkoping International Business School, Sweden.

Zietsma, C. (October, 2017). The role of emotion work in building and amplifying a field frame. John Molson School of Business, Concordia University.

Zietsma, C. (December, 2016). A non-conflictual pathway of change by the marginalized: Interstitial positioning and logic integration. Warwick School of Management.

Zietsma, C. (November, 2016). Underground maintenance: Incumbent responses and the stalled emergence of the clean technology sector. University of Liverpool, Liverpool, UK.

Zietsma, C. (November, 2016). Underground maintenance: Incumbent responses and the stalled emergence of the clean technology sector. Cass Business School, London, UK.

Zietsma, C. (October, 2016). A non-conflictual pathway of change by the marginalized: Interstitial positioning and logic integration. McGill University, Montréal, Canada.

SubPlenary Speaker, (July, 2016). Is institutional theory of any (practical) use? The case of social innovation. EGOS 2016, Naples.

Panelist, (May, 2016). Digital transformation and social change: Corporate challenges and future agenda. International workshop, Universidad Carlos III de Madrid & IE University, Madrid.

Zietsma, C. (June, 2016). A non-conflictual pathway of change by the marginalized: Interstitial positioning and logic integration. Hebrew University, Jerusalem.

Zietsma, C. (May, 2016). A non-conflictual pathway of change by the marginalized: Interstitial positioning and logic integration. Cambridge Judge Business School, University of Cambridge, Cambridge, UK.

Zietsma, C. (March, 2016). A non-conflictual pathway of change by the marginalized: Interstitial positioning and logic integration. Queensland University of Technology, Brisbane, Australia.

Zietsma, C. (March, 2016). Institutional entrepreneurship. Queensland University of Technology, Brisbane, Australia.

Zietsma, C. (March, 2016). Writing up qualitative research. University of Queensland, Brisbane, Australia.

Keynote Speaker, (February, 2016). Problem-driven, theoretically-bound research. Australian Centre for Entrepreneurship Research Exchange Conference, Gold Coast, Australia.

Zietsma, C. (February, 2016). Organizing institutional work for cooperative banking: The role of institutional capabilities. University of Sydney, Sydney, Australia.

Zietsma, C. (February, 2016). Doing grounded and groundbreaking qualitative research. Doctoral Consortium, Australian Centre for Entrepreneurship Research Exchange, Gold Coast, Australia.

Toubiana, M. & Zietsma, C. (February, 2016). The message is on the wall: Emotions, institutional expectations, and the dynamics of emotive institutional work. University of New South Wales, Sydney, Australia.

Zietsma, C. (February, 2016). Taking it up a notch: Aiming for A* Journals. Presented at University of Technology Sydney, Sydney, Australia.

Zietsma, C. & Ruebottom, T. (February, 2016). Underground maintenance: Incumbent responses and the stalled emergence of the clean technology sector. Presented at University of Technology Sydney, Sydney, Australia.

Fan, G. & Zietsma, C. (December, 2015). Building a shared governance logic: The role of emotions and cognitive processes in enabling multiply embedded agency. Presented at University of Victoria, Victoria, BC, Canada.

Fan, G. & Zietsma, C. (November, 2015). Building a Shared Governance Logic: The role of emotions and cognitive processes in enabling multiply embedded agency. Presented at IESE, Barcelona.

Zietsma, C. & Ruebottom, T. (November, 2015). Underground maintenance: Incumbent responses and the stalled emergence of the clean technology sector. Presented at ESADE, Barcelona.

Zietsma, C. & Vermeulen, P. (November, 2015). When virtue is not enough: Social movements' strategies for growing virtuous market categories. Presented at Universidad Carlos III, Madrid.

Zietsma, C. (November, 2015). Taking it up a notch: Aiming for A Journals. Presented at Universidad Carlos III, Madrid.

Zietsma, C. (May, 2015). Strategies to Achieve Network Mobilization and Focused Action in the Coalescence of a Sustainability Movement. Halbert Center Israeli-Canadian Workshop, Hebrew University, Jerusalem.

SELECTED CONFERENCE PRESENTATIONS (2015-Present only)

Panelist, Entrepreneurial Hype, Academy of Management Conference, Copenhagen, 2025.

Discussant, Emotions, Temporality and Strategic Renewal Symposium, Academy of Management Conference, Copenhagen, 2025.

Panelist/Facilitator, Challenges and opportunities of studying institutional fields qualitatively for advancing knowledge on grand challenges, Academy of Management Conference, Copenhagen, 2025.

Panelist, Degrowth, Academy of Management Conference, Chicago, 2024.

Zietsma, C., Barin Cruz, L., Aguilera, N. & de Smet, S., At the risk of not being decolonial enough. Academy of Management Conference, Chicago, 2024.

Panelist, OMT Navigating the Mid-Career Stage, Academy of Management Conference, Chicago, 2024.

Panelist, Utopias, Dystopias & Organizational Imaginaries: Organization Studies in a Brave New World, Academy of Management Conference, Boston, 2023.

Panelist, OMT Junior Faculty Consortium, Preparing for promotion and tenure, Academy of Management Conference, Boston, 2023.

Bonfim, L., Coraiola, D. & Zietsma, C. & Segatto, A. Architects of markets: Social symbolic work in addressing grand challenges. PROS Workshop, Chania, Greece, June 2023.

De Smet, S., Boroş, S., Gupta, B., & Zietsma, C. (2023) Between a rock and a hard place. Women's entrepreneurship in India, at the intersection of patriarchal and neoliberal pressures. Gender, Work & Organization Conference, South Africa, June 2023.

Panelist, Decolonizing Management Symposium, *Academy of Management 2022*, Seattle.

Panelist, Practicing Impact and Impacting Practice? Creating impact through practice-based scholarship. With P. Jarzabkowski, J. Reinecke, G. Sharma, E. Vaara, D. Nicolini, Y. Hamdali, and L. Skade. *Academy of Management 2022*, Seattle.

Panelist, Reversing the Arrow PDW, *Academy of Management 2022*, Seattle.

Panelist, Social Symbolic Work Symposium, *Academy of Management, 2022*, Seattle.

Panelist, Qualitative Research with Archival Data, with S. Grodal, A. Dahl Krabbe, M. Tripsas. *Academy of Management 2021 (online)*.

Panelist, Organizing for the Climate Emergency: Organizational Underpinnings of Climate Action. With A. Hoffman, J. Howard-Grenville, S. Ansari, S. Bertels and K. Phung. *Academy of Management 2020 (online)*.

Discussant, Situated Institutions: Exploring place and space in institutional dynamics. With T. Dacin, T. Zilber, T. Roulet, R. Raffaelli, S. Furnari and M. Cartel. *Academy of Management 2020 (online)*.

Impact Panelist, ONE/SIM Junior Faculty Consortium, *Academy of Management 2020 (online)*.

Zietsma, C., Logue, D., Alvi, F.H., Roberts, A. (2020). Scaling capabilities and scaffolding: How do entrepreneurial organizations transform to enable rapid growth? *Academy of Management Conference (online)*.

Zietsma, C. (2019). Panelist, Taking on the Challenge: How Organization Theorists Can Address Grand Challenges. *Academy of Management Conference*, Boston. With J. Howard-Grenville, J. Davis, J. Mair, H. Etchanchu & Joel Gehman. Video posted at: <https://www.facebook.com/os4future/videos/501752543919226/>

Zietsma, C. (2019). Panelist, Gender equity at work? Pay inequity and underrepresentation. *Academy of Management Conference*, Boston.

- Zietsma, C. (2019). Panelist, From collective experiments to institutional change. *Academy of Management Conference*, Boston.
- Hu, Y., Rerup, C. & Zietsma, C. (2019). Large-scale institutional work: How interveners seed human rights values and practices in China. *Academy of Management Conference*, Boston.
- Slade Shantz, A., Zietsma, C., Kistruck, G. & Barin Cruz, L. (2019). Changing perceived legitimacy norms and behaviors in contexts of poverty: A field experiment. *Academy of Management Conference*, Boston.
- Groenewegen, P., Zietsma, C., & Logue, D. (2019). Institutional Field Interactions and Overlaps: Origins, Properties and Consequences. *European Group on Organization Studies*, Edinburgh.
- Zietsma, C. (2018). Optimal Distinctiveness: The Latest and Greatest! Presentation in PDW: Optimal Distinctiveness. *Academy of Management Conference*, Chicago.
- Zietsma, C. (2018). Power and Agency under Temporal Complexity. Presentation in symposium: Temporality and Institutions. *Academy of Management Conference*, Chicago.
- Zietsma, C. (2018). Feel the Energy! Presentation in symposium: Exploring an interaction ritual perspective on management and organizations: A panel discussion featuring Randall Collins. *Academy of Management Conference*, Chicago.
- Hu, Y., Rerup, C. & Zietsma, C. (2018). Institutional Interveners & Human Rights Development in Extreme Institutional Environments. *HKS-SICI Conference*, Cambridge, MA.
- Dorado, S., Etzion, D., Garud, R., Hoffman, A., Wry, T. & Zietsma, C. (2018). Management for impact: Theories for making sustainability happen in the real world. *Sustainability, Ethics and Entrepreneurship Conference*, Washington, D.C.
- Zietsma, C. (2017). Social movements as underserved markets. Panel presentation in PDW: Social movements, stakeholders and non-market strategy (organized by B. King & J. Leitzinger). *Academy of Management Conference*, Atlanta.
- Zietsma, C. (2017). Methodological issues in online and offline studies of emotions and institutions. Presentation in PDW: Getting Emotional: Tackling Methodological Challenges in Studying Emotions and Institutions (organized by M. Toubiana, M. Voronov & T. Zilber). *Academy of Management Conference*, Atlanta.
- Slade Shantz, A., Kistruck, G. & Zietsma, C. (2017). The opportunity not taken: Entrepreneurship as an occupational identity in contexts of poverty. *Nominee: Carolyn Dexter Award for Best International Paper*, *Academy of Management Conference*, Atlanta.
- Furnari, S. & Zietsma, C. (2017). Field Complexity: A comparative approach to understanding dynamics within and between fields symposium, *Academy of Management Conference*, Atlanta.
- Groenewegen, P., Zietsma, C. & Logue, D. (2017). Drivers of change in field overlap: A typology. Presentation in symposium: *Field Complexity: A comparative approach to understanding dynamics within and between fields* (organized by S. Furnari & C. Zietsma), *Academy of Management Conference*, Atlanta.
- Logue, D., Hinings, C.R. & Zietsma, C. (2017). Dynamics of institutional change in various fields. Presentation in symposium: *Field Complexity: A comparative approach to understanding dynamics within and between fields* (organized by S. Furnari & C. Zietsma), *Academy of Management Conference*, Atlanta.

- Leung, A. & Zietsma, C. (2017). A low conflict pathway of change by the marginalized: Interstitial positioning and logic integration. Presentation in symposium: *The role of marginalized actors in field-level and social change (organized by C. Lu & T. Reay)*, Academy of Management Conference, Atlanta.
- Zietsma, C. & McKnight, B. (2017). Finding the threshold: A configurational approach to optimal distinctiveness. *Academy of Management Conference, Atlanta*.
- Gavira, M. & Zietsma, C. (2017). Clean energy entrepreneurs' strategies to compete and growth: a multi-case study of challenges from developing countries. International Council for Small Business 2017 World Conference, Buenos Aires, Argentina.
- Zietsma, C. & Ruebottom, T., Slade-Shantz, A. (2017). Underground maintenance: Incumbent tactics and the stalled emergence of the clean tech sector. *Sustainability, Ethics & Entrepreneurship Conference*, San Juan, Puerto Rico.
- Castello, I., Barbera, D., & Zietsma, C. (2016). Collective Identification in Framing Contests: An Interaction Perspective. *Academy of Management Conference, Anaheim*.
- Zietsma, C. & Ruebottom, T., Slade-Shantz, A. (2016). Underground maintenance: Incumbent tactics and the stalled emergence of the clean tech sector. *Academy of Management Conference, Anaheim*.
- Zietsma, C. & Ruebottom, T. (2015). Underground maintenance: Incumbent tactics and the stalled emergence of the clean tech sector. Alberta Institutions Conference, Banff, Alberta
- Zietsma, C., & Ruebottom, T. (2015). Stimulating and Sustaining Social Change Efforts: The role of social media. Presentation in symposium: The Fulfilled or Failed Potential of New Social Media: Reflections on New Opportunities for Agency. Academy of Management, Vancouver, BC.
- Fan, G. & Zietsma, C. (2015). Affective Commitment, Moral Emotions and Emotional Energy: Building a Shared Governance Logic. Presentation in symposium: Opening Governance of Natural Resources: A multilevel and spatially embedded perspective. (organized jointly with Angelique Slade Shantz). Academy of Management, Vancouver, BC.
- Zietsma, C. (2015). Relational Leadership. Presentation in Governance and Leadership within the Family Unit: The role of parent leaders (PDW). Academy of Management, Vancouver, BC.

ACADEMIC SERVICE TO THE FIELD

Editorial and Advisory:

- Field Editor**, (2020-2023), **Editorial Board** (2017-Present), *Journal of Business Venturing*.
- Senior Editor**, (2013-2021), **Editorial Review Board**, (2012-2013), *Organization Studies*.
- Associate Editor** (2025-), *Journal of Management* call for proposals on Creative Qualitative Research.
- Special Issue Co-Editor**,
- Reimagining Capitalism special issue, *Journal of Management Studies* (in progress),
 - Hype Special Issue, *Journal of Business Venturing* (in progress);
 - Organizing Sustainably special issue, *Organization Studies* (2024);
 - Social Innovation and Institutions special issue, *Business & Society* (2019);
 - Emotions & Institutions special themed section, *Organization Studies* (2018);
 - Boundaries and Organizations, *Research in the Sociology of Organizations* (2018);
 - Institutional Complexity special issue, *Strategic Organization* (November, 2016).
- Editorial Board**, *Academy of Management Journal* (2019-Present).
- Editorial Board**, *Academy of Management Review* (2019-2023).
- Editorial Board**, *Corporate Social Responsibility and Environmental Management* (2014-2019).
- Editorial Review Panel**, Corporate Responsibility and Sustainability Section, *Journal of Business Ethics* (2008-2020).

Editorial Review Board, *Scandinavian Journal of Management* (2005-2022).
OMT Best Published Paper Award Committee, OMT Division, Academy of Management (2016, 2020, 2021).
Organization Studies Best Paper Award, Senior editors panel (2020-2021)
Strategic Management Society Conference Best Paper Award Reviewer (2016).
Advisory Board Member, Sustainability, Ethics & Entrepreneurship Conference, Colorado State University, Denver, Colorado (2013-2018).

Conference, Event & Committee Leadership:

Co-Organizer, Special Issue Conferences on Hype in Entrepreneurship, with N. Phillips, R. Garud, L. Thomas, Y. Snihur, March 2024 (Barcelona); March 2023 (online).
Co-Organizer, Special Issue Conference on Alternatives to Capitalism, with R. Suddaby, R. Delbridge, and R. Chowdhury, May 2022 (online).
Co-Organizer, Organization Studies Summer Workshop, Topic: Organizing Sustainably, with R. Delbridge, E. Schussler, A. Pekarek, & M. Helfen, May, 2020, (online).
 • Led the team to move this conference online due to coronavirus restrictions.

Convener, EGOS Tracks

The Social Topology of the Future. With S. Furnari & D. Logue, 2023, Cagliari.
Emotions, Power and Contestation. With M. Gill and B. Hudson, 2021, online.
Organizational Fields of the Future. With S. Furnari & D. Logue, 2019, Edinburgh.
Shock and Surprise: Responses to the Unexpected, the Deviant and the Stigmatized in Social Life. With B. Hudson and P. Tracey, 2018, Tallinn.
Business Collective Action. With L. Christiansen & S. Buchanan, 2017, Copenhagen.
Contextual Bridging for Sustainable Development. With L. Barin Cruz & J.P. Gond, 2016, Naples.
Institutional Complexity. With R. Greenwood & P. Vermeulen, 2014, Rotterdam.

Co-Organizer and Mentor, EGOS Paper Development Workshop (2023, 2019, 2018).

Convener, EGOS Standard Working Group on Emotions in Social Contexts: Relational, Organizational, Institutional Implications. With M. Voronov, M. Toubiana, R. Vince & B. Hudson (2018-2021).

Co-Organizer, Social Innovation: Insights from Institutional Theory, Business & Society Special Issue Workshop. With I. Marti, S. Dorado, F. de Bakker, and J. van Wijk, May 2016, Lyon.

Track Chair, Entrepreneurship Track, ANZIBA Conference, Sydney, Australia (2016).

Co-Organizer (with M. Toubiana) *Emotions & Institutions Workshop*, 2013, 2014, Toronto.

Co-Chair, Manuscript Development Workshop and SIMian Speed Dating Workshop, Social Issues in Management Division Professional Development Workshops, Academy of Management Conference, Boston (2012).

Co-Chair, Manuscript Development Workshop, Research Roundtables Workshop, and Talking to the Experts Panel, Social Issues in Management Division Professional Development Workshops, Academy of Management Conference, San Antonio, Texas (2011).

Co-Organizer (with Claus Rerup) 2-day workshop, *Grounded & Groundbreaking: Strategies for Exceptional Qualitative Research and Theorizing*, April 2007.

Conference Organizing Committee Member, Organizational Learning and Knowledge Management Conference, June 2007 Conference, London, Ontario. Social Events Convenor.

Academy of Management Council Task Force Member, 1998.

Mentorship:

Faculty Mentor, Alberta Institutions Conference, Doctoral Consortium (June, 2025).

Faculty Mentor, Impact Scholar Community (April, 2025).

Faculty Mentor, PhD students, McMaster University (March, 2025).

Faculty Mentor, OMT Mid-Career Workshop, Academy of Management (2024).

Faculty Mentor, ONE Doctoral Student Consortium, Academy of Management (2023; 2019; 2014)

Faculty Mentor, OMT Junior Faculty Consortium, Academy of Management (2025; 2023; 2021; 2019; 2017).

Faculty Mentor, Cultural Entrepreneurship Paper Development Workshop, Academy of Management (2023).

Faculty Mentor, OMT Doctoral Student Consortium, Academy of Management (2018).

Journal Panel/Editor Roundtable Mentor, Management Doctoral Student Association, PhD Project, Seattle, 2022.

Faculty Mentor, Navigating Qualitative Dissertations, Academy of Management (2022, 2021, 2018, 2015)

Faculty Mentor, ONE PhD Symposium paper development, Academy of Management, 2022 (virtual)

Faculty Mentor and Impact Panelist, SIM/ONE Junior Faculty Consortium, Academy of Management 2020 (virtual)

Faculty Mentor, EM Lyon's 13th Chamonix Ph.D. Seminar in Management, 2020 (virtual).

Faculty Mentor, Ivey Sustainability PhD Academy, 2018.

Faculty Mentor, PhD Paper Development Workshop, Alberta Institutions Conference (2018, 2015).

Early Career Researcher Writing Group Facilitator, University of Technology, Sydney, University of Liverpool Management School; Universidad Carlos III, Madrid, 2014-2017.

Session Chair, OMT session on Activism and Agency, Academy of Management, 2020 (virtual).

Facilitator, PDW on Getting Emotional: Tackling methodological challenges in studying emotions and institutions (Organized by M. Toubiana, M. Voronov & T. Zilber). *Academy of Management Conference, Atlanta*.

Table Leader, Recent social movements, in Social Movements, Stakeholders, and Non-Market Strategy PDW (organized by B. King & J. Leitzinger), Academy of Management Conference (2017).

Paper Development Mentor, Australian Centre for Entrepreneurship Research Exchange, Brisbane (2016).

Faculty Mentor, ETH Energy Innovation and Climate Change PhD Academy, Zurich and Alpnach, Switzerland (2015)

Ask the Editors Panel, and Work-Life Balance Panel, ONE/SIM Junior Faculty Consortium, Academy of Management Conference (2015)

Discussant, Social Movements, Stakeholders, and Nonmarket Strategy, Academy of Management Conference (2015).

Institutional Innovation Topic Leader, SIM Research Incubator PDW, Academy of Management Conference (2014).

Insider Tips Panel Member and Manuscript Reviewer, Institutional Theory Professional Development Workshop, European Group on Organization Studies, Rotterdam, 2014.

Host, Entrepreneurship Division New Member Orientation, Academy of Management Conference, Buena Vista, FL. (2013).

"Date", SIMian Speed Dating Workshop, Academy of Management Conference, Buena Vista, FL.

Session Coach, OMT Discussion Paper Session, Academy of Management Conference (2012).

Discussant, Entrepreneurship Theory & Practice Special Issue Conference on Social Capital (2012).

Mentor and Reviewer, Social Issues in Management Manuscript Development Session, Academy of Management (2010-2013).

External Examination/Review

External Examiner, PhD Dissertations

Stephan Modest, Monash University, Australia (2025).

Kaylarsh Lala Sides, University of Cape Town, South Africa (2025)

Jens Kaus, Groningen University, Netherlands (2024).

Aya Navon, Hebrew University, Israel (2023).

Juan Francisco Chavez, University of Victoria, Canada (2023).

Matthew Hurst, Warwick University, UK (2022).

Patricia Hein, Cambridge University, UK (2022).

Bruno Noisette, ESSEC, France (2021).

Jan Lodge, Cambridge University, UK (2021).

Chang Lu, University of Alberta, Canada (2018).

Sarah Ekberg, Jonkoping International Business School, Sweden (2017).

Natalia Delgado, McGill University, Canada (2016).

Vincent de Gooyert, Radboud University, Netherlands (2016)

Evelyn Micelotta, University of Alberta, Canada (2015).

Christine Moser, Vrije Universiteit, Amsterdam (2013).

Luc Brés, HEC Montreal, Université de Montréal (2013).

Fei Zhu, Western University, Canada (2012)
 Jessica Dillabough, Haskayne School of Business, University of Calgary (2012).
 Wesley Helms, Schulich School of Business, York University (2011).
 Graham Dover, Beedie Graduate School of Business, Simon Fraser University (2011).
 Martin Stienstra, Rotterdam School of Management, Erasmus University (2009).
 Tracey Stobbe, Economics Department, University of Victoria (2007).

External Examiner, Students' Candidacy Proposals

Hendra Wijaya, Rotterdam School of Management, Rotterdam (2013).
 Ruxi Wang, Rotterdam School of Management, Rotterdam (2013).
 Jacomijn Klitsie, Rotterdam School of Management, Rotterdam (2013).
 Iteke van Hille, MSc., Vrije Universiteit, Amsterdam (2013).
 Vincent de Gooyert, Radboud Universiteit, Nijmegen (2012).
 Anne Kok, Vrije Universiteit, Amsterdam (2011).
 Gijs van Houwelingen, Rotterdam School of Management, Rotterdam (2011).

Referee, Promotion & Tenure cases (17) (2025, 2024, 2023, 2022, 2021, 2020, 2018, 2017, 2016, 2014, 2013, 2011). Oxford, Harvard, Cambridge (3), Alberta, ESSEC, UMass Boston, Temple, Indiana, Western, UTS, SFU, Waterloo, Queens, Windsor, Loyola.

Referee, Iudicium cum laude case, Rotterdam School of Management (2014)

External Reviewer, National Science Foundation Grant Proposals (2021, 2022)

External Reviewer, SSHRC Grant Proposals (2006, 2008, 2014, 2018, 2021, 2022).

Ad Hoc Reviewer

Administrative Science Quarterly
 Academy of Management Journal
 Academy of Management Review
 Organization Science
 Organization Studies
 Journal of Business Ethics
 Journal of Management Studies
 Business & Society
 Entrepreneurship Theory & Practice
 California Management Review
 Other journals and conferences

TEACHING RELATED SERVICE

Curriculum Development

Developing Navigating Change course (Ross) and Entrepreneurship & Innovation for Sustainability (SEAS) (2023).
 Redeveloped Complex Negotiation resident MBA course and Qualitative Methods PhD course for online delivery (Smeal, 2020).
 Developed Complex Negotiation online course for Smeal Masters programs (2019).
 Professional Development: Earned Instructional Practice Certificate from Penn State World Campus; Completed OL2000 (Essentials of Online Teaching, OL2200 (Assessment of Online Learners), OL2300 (Teamwork in Online Teaching and Learning), and OL 3500 (Gamification).
 Developed Entrepreneurial Growth course for EMBA students, Joint Schulich/Kellogg program (2016).
 Developed New Venture Design course for EMBA students, Joint Schulich/Kellogg program (2015).
 Developed Entrepreneurial Growth course for MBA students, Hebrew University (2015).
 Developed Entrepreneurship Practicum course for MBA/HBA students, York University (2015).
 Developed Entrepreneurship modules for Engineering students, York University (2013).
 Developed Business 601 Foundations of Management Research, University of Victoria (2010).
 Assisted with Entrepreneurship Certificate curriculum design, University of Victoria (2008-09).
 COM 400 Strategy Curriculum Re-design, University of Victoria (2008).
 ENT 412 Entrepreneurial Strategy Curriculum Re-design, University of Victoria (2008).
 ENT 413 Entrepreneurial Practicum Curriculum Re-design, University of Victoria (2009).
 MBA 563 Entrepreneurial Strategy Curriculum Re-design, University of Victoria (2008, 2009).
 Ivey Client Field Project Initial Curriculum Development, University of Western Ontario (2004-2005).

HBA1 Core Strategy Curriculum Redesign, University of Western Ontario (2003-2005).
HBA2 Core Strategy Curriculum Design, University of Western Ontario (2004-2005).
HBA1 & 2 Core Strategy Curriculum Updating, University of Western Ontario (2005-2008).

Student Advising/Mentoring

SEAS Student Visit Day events (2023, 2024).
Supervision of many course-embedded practicum projects in entrepreneurship, strategy and navigating change courses (2001-2023).
PostDoc Supervisor: Parijat Chakrabarti (2023-2025); Estelle Archibold (2022).
PhD Supervisor: Akshaya Varghese (2024, co-supervisor); Anna Roberts (2014-2021); Celeste Diaz Ferraro (2019-2021); Yerim Jo (2019-2023); Angelique Slade Shantz (2013-2019); Kam Phung (2016-2017); Richard Tuck (2010-2012); Pat MacDonald; Brent McKnight (2005-2007).
Visiting PhD students: Jens Kaus (Groningen U, Netherlands, 2024); Leandro Bonfim (Federal University of Paraná, Brazil, 2020); Bruno Noisette (ESSEC, France, 2019).
PhD Committee Member: Yun Ha Cho (2024); Sarah de Smet (2022-Present, KU Leuven University, Belgium), Juan Francisco Chavez (graduated 2023, U. of Victoria), Kate Ruff (graduated 2017, York University), Sean Buchanan (graduated 2016, York University); Vincent de Gooyert (graduated 2016, Radboud University, Nijmegen, NDLD); Madeline Toubiana (graduated 2015, York University); Amrou Awaysheh, Jijun Gao; Dominic Lim; Devkamal Dutta, Vanessa Strike, Geoff Kistruck (all graduated, Ivey, Western University).
Supervision of Research Assistants: Maithilee Kanthi and Lauren Steinberg (2023-2024).
Supervisor, EcoCAR Co-op terms: Skyler Kopelow, Karis Fischer and Denisa Rusova (2009-2010).

INSTITUTIONAL SERVICE

Leadership

Erb Institute, Faculty Director (2024-present).
Promotion Review Panel Chair for Sara Soderstrom, LSA Organization Studies (2025).
SEAS Climate Finance Search Committee Chair (2024).
Erb Institute, Managing Director Search Committee Chair (2024).
Lead, Task force on SEAS climate for Erb Students (2023). Focus group, planning meetings, summer engagement workshop, orientation event.
PhD Advisor/Coordinator, Management & Organization, Smeal College of Business (2018-2022).
Director, Entrepreneurial Studies, Schulich School of Business (2014-2017).
Operating Committee Member, Schulich School of Business (2014-2018).
Director, PhD Program, University of Victoria (2010-2012).
Research Champion and Chair, Research Committee, University of Victoria (2010-2012).
Executive Council Member (elected), University of Victoria Faculty of Business (2008-2012).
Chair, Research Sub-committee, Sustainability Pillar Integration (2010).
Co-Coordinator, Research Seminar Series, University of Victoria (2008-2012).
Co-Facilitator, Sustainability Pillar Retreat (2009); Committee Member, Sustainability Pillar (2009).
Ivey Research Seminar Coordinator, General Management, Ivey (2006-2007).
Organizer and Funder, NVivo training workshop, Ivey (2006).
Chair, ICFP Curriculum Development Committee, Ivey (2004-05).

Committee Membership

SEAS Executive Committee (2024-2025)
SEAS Dean's Council Member (2023-Present)
SEAS UMCi Curriculum Committee Member (2025)
Sus. Dev. Search Committee member, SEAS (2024)
E-Champion, ESG MBA Specialization Committee, Ross (2023-2024)
Ross Representative, Provost's Seminar on Teaching Committee (2023).
Hiring Committee, Erb Postdoctoral Fellow (2023, 2024).
Graduate Council, Penn State University, Alternate Member (2022).
Smeal AC-14 Review of Department Chair's Performance Committee (2021).
Smeal Competitive Research Fund Committee (2020-2021).

Smeal Sustainability Research Committee (2019-Present).
PhD Recruitment Committee (2019-2020 ex-officio, 2020-2021, member).
Faculty Activity Review Committee (2018, 2020, 2021).
Tenure & Promotion Committee, Schulich School of Business (2014).
SAC Committee (2013-2014).
Decanal Search Committee Member (elected), Gustavson School of Business (2011-2012).
Grants Facilitator, Gustavson School of Business, Office of Research Services (2010-2012).
Salary Review Committee Member, Gustavson School of Business (2011).
Faculty of Graduate Studies Admissions and Awards Committee (2010-2012).
SSHRC Doctoral Fellowship Adjudication Committee (University level committee) (2010-2012).
Joy Award Adjudication Committee Member, Gustavson School of Business (2011-2012).
Research Internationalization Committee Member (University level committee) (2010-11).
Research Committee (2009-2010).
PhD Student Selection Committee, Faculty of Business (2010, 2011).
Faculty Support Committee, Faculty of Business (2010).
Research Metrics and Strategic Priorities Committee member (2009).
Sustainability Metrics and Strategic Priorities Committee member (2009).
Entrepreneurship Metrics and Strategic Priorities Committee member (2009).
Alumni and Development Committee Member (2008).
2010 Alumni Event Committee Member (2008).
Delta Task Force 2, University of Victoria (2007-08).
MBA Curriculum Review Committees, *Career Management* and *Term 3 Integration*, (2004).
General Management Representative, MBA Curriculum Review Process, Ivey (2003-2004).

Co-curricular

Advisor and Judge, ARC Design Competition (2024-2025).
Faculty Advisor, ClimateCAP MBA Conference (2023-2024).
Mentor/Coach, Bus. 670 Student Impact Lab Teams (2023).
MBA Exec Panel Judge (2019).
Sustainability Case Competition Judge (2018).
Judge, RBC Case Competition (2009, 2010, 2011).
Adjudicator, Graduate Student Expo (2009).
Coordinator, ORGS 5100 Core Course (2014-2015). Participant in MBA Core & Backbone Process.
Judge/Coach, Pitch It Competition (2009, 2010).
Judge, Nicoll Business Plan Competition (2009-2012).
Faculty Advisor, Ivey Connects Community Consulting Projects (2003-2006).
Coach and Judge, HBA Entrepreneurship Challenge (2005).
Coach and Judge, BCG Case Competitions, (2002-2008).

Miscellaneous

Met with John Erb, Neil Hawkins (Erb Foundation), Jeff Blau and team, Jennifer Haverkamp (Graham Institute), Kerry Duggan (Detroit Sustainability Clinic), Rupert Younger (Oxford Reputation Institute), Sarah Mills (Energy Institute), Kevin Self (Schneider Electric), and others to forge relationships useful for the Erb Institute.
 Recruiting: Chaired the search committee for the Erb Institute Managing Director; participated in recruiting for the Director of Student and Alumni Relations, Erb Institute, and Sustainable Systems faculty hiring.
 Attended Erb Institute Workshop on Business, Sustainability and Justice; Graduation Celebration; Town Hall; Corporate Political Responsibility Task Force event on ESG, Sustainable Business Network of Detroit meeting.

Institutional Talks

Guest lecturer, Family Business MBA elective at Ross, on Sustainability in family run firms (Mar. 2024)
 Guest lecturer, Entrepreneurship undergraduate elective at Ross, on Sustainability in Entrepreneurship (April, 2024; 2025).
 Facilitator, En-Roads Workshop (Oct. 2024). Erb Institute.

Zietsma, C. (May 2024). Amplify your positive impact on the world's toughest problems. Center for Positive Organizations' Positive Business Conference.

Zietsma, C. (June 2023). We're all in this together: Navigating the Ecosystem of Actors around Sustainability Transitions, Online master class summer faculty engagement workshop, SEAS.

Zietsma, C. (June 2023). Don't Look Away: The Opportunities and Threats of Climate Change for Business, Ross Alumni Weekend Presentation.

Zietsma, C. (May 2023). Business Engagement for Climate Sustainability. SEAS Advisory Board Presentation.

Zietsma, C. (March 2023). Panelist, Zero waste event, Ross.

Zietsma, C. (April, 2019). Two sides of (potentially) disruptive innovation: Strategies of clean tech entrepreneurs and incumbent energy sector firms. Net Impact Series, Smeal College of Business, MBA Net Impact Chapter.

Zietsma, C. (February, 2019). Inducing innovation in contexts of poverty. Smeal College of Business, Lunchtime Networking Talk.

Invited Teacher, Experience Schulich Day. Leading Like it Matters (2014).

Invited Speaker, BCom Coffee & Chat: Entrepreneurship (2010).

Guest Speaker, University of Victoria Board of Advisors Retreat, The Academic Life (2009).

Speaker, Millennium Development Tour, Ivey Business School (2006).

OUTREACH: ARTICLES/MEDIA/VIDEO/INVOLVEMENT

Poets & Quants Webinar: Sustainability at Ross, with Dean Sharon Matusik and John Byrne (January 2024).

Poets & Quants Business Casual Podcast: Sustainability: Not Another Fad at B-Schools. Guest (February, 2024).

Contributor, ORS Impact Think Tank on Field Building (2021).

UP:IT Utopia Project: Imagining Transformations. This website <https://utopiaplatform.wordpress.com/> is designed to stimulate positive thinking about sustainability transformations by examining utopian ideas. Blogs and repository of resources including books, articles, inspirational talks, research talks and concept talks. Video clips produced for classroom use involving talks with leading scholars (co-organized with E. Schuessler, M. Helfen, A. Pekarek & R. Delbridge). I have personally contributed video interviews of Tima Bansal (Ivey), Dirk Matten (Schulich) and Chris Marquis (Cornell).

Zietsma, C. Why Business Should Imagine Utopia. Network for Business Sustainability newsletter, August 18, 2020. https://www.nbs.net/articles/why-business-should-imagine-utopia?utm_source=Master+List&utm_campaign=e5d7fcd88b-EMAIL_CAMPAIGN_2020_01_22_06_29_COPY_01&utm_medium=email&utm_term=0_44e73b0e1c-e5d7fcd88b-52204777.

Zietsma, C. Pekarek, A., Schuessler, E., Helfen, M. & Delbridge, R. (July 7, 2020). COVID-19 forced us to move a conference from a Greek island to the web — and quickly. Here's what we learnt. **The Conversation.** <https://theconversation.com/covid-19-forced-us-to-move-a-conference-from-a-greek-island-to-the-web-and-quickly-heres-what-we-learnt-140634>.

Plastic Pollution – how can we make people change their habits? (2019). IESEG Center for Organizational Responsibility. <http://icor.ieseg.fr/news/plastic-pollution-how-can-we-make-people-change-their-habits/>. Video on 2019 AMJ article.

EMLyon Storm research center in strategy and organization interview regarding my work. <http://www.storm.em-lyon.com/2019/06/20/20-june-2019-charlene-zietsma-pennstate/>

- YouTube video: UTS Growth Project. <https://www.youtube.com/watch?v=87PbQ2y6S6Q>. Includes excerpts from the Master class on Key Lessons to Scale Your Business.
- Australian Institute of Company Directors, 8 key elements of success – what does it take to scale fast and succeed. September 1, 2018. <https://aicd.companydirectors.com.au/membership/company-director-magazine/2018-back-editions/september/director-excellence-founder-focus>.
- How Start Ups Grow and Scale (2017-05-27). Australia Broadcasting Corporation Radio 30 minute program featuring our research, with co-author Danielle Logue as guest. <https://www.abc.net.au/radionational/programs/this-working-life/how-start-ups-grow/8551640>.
- Global study finds 8 keys to scaling up. <https://www.uts.edu.au/about/uts-business-school/our-research/research-impact/global-study-finds-8-keys-scaling>
- Australia joins project to help entrepreneurs scale up. <https://www.uts.edu.au/about/uts-business-school/management/news/australia-joins-project-help-entrepreneurs-scale>. See also: <http://visitpyrmontultimo.com.au/growth-project-uts/#.Xqwn4ahKhUs>.
- McKnight & Zietsma (2018). JBV video on Finding the threshold: A configurational approach to optimal distinctiveness. <https://vimeo.com/321523835>
- Logue, D. & Zietsma, C. (2018). Why Apple buying Disney is pure fantasy. *The Conversation*, January 16. <https://theconversation.com/why-apple-buying-disney-is-pure-fantasy-89968>.
- Toubiana, M. & Zietsma, C. (2017). Social media echo chambers create serious issues for organisations. *LSE Business Review*, London School of Economics & Political Science, November 8, 2017. <http://blogs.lse.ac.uk/businessreview/2017/11/08/social-media-echo-chambers-create-serious-issues-for-organisations/>.
- Making Social Change (2018). Ivey Center for Building Sustainable Value video on my work https://www.youtube.com/watch?v=lg_LWEkHoY8.
- A conversation with Charlene Zietsma, winner of the 2016 ASQ Award for Scholarly Contribution. <https://asqblog.com/2016/12/01/a-conversation-with-charlene-zietsma-winner-of-the-2016-asq-award-for-scholarly-contribution/>.
- UC3M (2016). Interview with Charlene Zietsma - Chair of Excellence. <https://www.youtube.com/watch?v=HMzEubDCqZk>
- Smith, Susan. Bike without a seat puts B.C. entrepreneurs in gear. *Globe & Mail*, January 21, 2015.
- McGillivray, P. (2012). No Clean Path to Clean Tech. Research and Discovery at the University of Victoria, 12:3, in *Victoria Time Colonist*, March 25, 2012, A8.
- Faces of UVic Research: Charlene Zietsma (2012). <http://www.youtube.com/watch?v=uB4LgljnyQA>.
- Zietsma, C. (2011). System Level Change. Video posted at the University of Victoria's Gustavson School of Business web site, <http://www.uvic.ca/gustavson/cssi/research/index.php>.
- The Big 10: Needed: Co-Creators (2010). *UVic Torch Alumni Magazine*, May 3, 2010.
- George, Dianne. (2010). Groupthink 2.0: Harnessing the power of the global brain. *Business Class Magazine*, Fall & Winter 2010.
- Dann, Moira. Athletes step up to business podium. *Globe & Mail*, February 25, 2010.
- Lunau, K. These Doctors Mean Business, Macleans Magazine, September 16, 2010.

The Psy-Fi Blog: A sideways look at Psychology and Finance, December 15, 2010.
<http://www.psyfitec.com/2010/12/love-your-kids-not-your-stocks.html>

Zietsma, C. (2008). Going for the Green: Sustainability Strategies for Your Business. Podcast posted at University of Victoria Faculty of Business Website.

Zietsma, C. (2008). Business Responses to Stakeholder Conflicts. Podcast interview posted at Ivey Business School website.

"Involved stakeholders mean business." **BizEd**, Published by AACSB International, September/October 2006, pp. 53-54.

"A tale of passion: Charlene Zietsma looks at entrepreneurship through the lens of a parent." **Ivey Entrepreneur Newsletter**, Ivey Institute for Entrepreneurship.

"A higher standard." **Impact: Management Research in Action** (June, 2006, 12:6), Ivey Business School.

Zietsma, C., Vertinsky, I. & Wong, G. (1998). Reaching Across Two Cultures, **Financial Post, Mastering Enterprise Series**, Part Seven, April 15, 1998, p. 4-6.

"In business and elsewhere – it's a matter of trust". **Simon Fraser News** (June 1996, 6:3).

"Layoff fallout: Those who escape axe, lose trust." Luke, P. **Vancouver Province**, June 18, 1996, A22.

"Companies that downsize pay hefty price". Luke, P. **Ottawa Citizen**, June 22, 1996, K7.

Guest, Bill Good show (Live radio call-in), **CKNW AM 980** radio station, Vancouver, 1996.

PRESENTATIONS TO PRACTITIONERS

Moderator (Sept. 2024). Corporate Sustainability panel, Ann Arbor Spark Sustainable Future Forum.

Zietsma, C. (May 2024). Amplify your positive impact on the world's toughest problems. Center for Positive Organizations' Positive Business Conference.

Zietsma, C. (May 2024). Erb Institute Book Talk: Beyond Shareholder Primacy: Remaking Capitalism for a Sustainable Future. Interview with the author, Stuart Hart.

Zietsma, C. (2021). Getting to Yes! Yes! Yes! Negotiating Value-Creating Relationships. Innovation Guelph, Guelph, Ontario (online).

Zietsma, C. (2017). Key Lessons to Scale Your Business, UTS Business School, Public Lecture, Sydney, Australia.

Zietsma, C. (2013). Unlocking Your Organization's Entrepreneurial Potential. CEO Talk, Schulich School of Business.

Zietsma, C. (2012). Clean Technology Industry: Barriers and Strategies presentations to clean tech industry members (2012), & Green Tech Exchange Victoria event (2012);

Zietsma, C. (2012). Strategies for Greening Victoria, presentation to cross-sector city leaders.

Zietsma, C. (2010). Making positive social change through business: Strategies for activists, change agents and entrepreneurs. Invited presentation, Building Futures alumni conference, University of

Victoria; Public lecture at the Centre for Cooperative and Community Based Economy, U. of Victoria (2010); MBA Conference lecture at Rouen Business School, Rouen, France (2011).

Zietsma, C. (2010). Value co-creation: Leveraging the power of other people's insight to improve your business. Invited presentation at the Building Futures alumni conference, Faculty of Business, University of Victoria.

Zietsma, C. (2009). Marketing Yourself: Finding the Right Career Match; and Running Your Own Show: Entrepreneurial Careers. Presented at the Glenlyon Norfolk School Career Day.

Zietsma, C. (2008). The Academic Life. Presentation to UVic Faculty of Business Board of Advisors.

Zietsma, C. (2008). Going for the Green: Sustainability Strategies for Your Business. Northern California Faculty of Business Alumni Chapter, San Jose, California.

Zietsma, C. (2008). Business Responses to Stakeholder Conflicts. Invited speaker, Knowledge Forum on Engaging the Community, Research Network for Business Sustainability, Toronto, Ontario.

Zietsma, C. (2006). Getting Business to Buy Sustainability: Strategies for Activists, Change Agents and Social Entrepreneurs. Invited presentation at the CARE (Common Action for the Restoration of the Environment) annual Symposium on the Environment. Stratford, Ontario.

Zietsma, C. (2005). Learning from your critics: Turning stakeholder criticism into business opportunities. Invited speaker for Ivey Builds Corporate Social Responsibility Conference,