

**Research Context:**

Companies and organizations in general are facing an **ever growing set of expectations from their different stakeholders**. They are supposed to be efficient and profitable, they must be innovative and shape the future of their firm and the industry, and they shall make valuable contributions to the broader societies around them to only mention a few. **All these demands can be mutually enforcing** (for example if new technologies increase efficiency or when addressing a social issue triggers a new business opportunity). **However, they are in part also competing for resources and attention** so that one goal is often pursued at the expense of another. The academic literature frames the relationships between those different goals as paradoxical tensions and has come up with a variety of mechanisms and managerial approaches to deal with them.

**General Research Problem:**

Most research on paradoxes in organizations remains relatively fragmented in the sense that the mechanisms and approaches are described independently of one another without studying their interaction. This project applies a more **integrative view on the systemic interplay of the different paradoxical tensions and management approaches**. This shall ultimately advance our theoretical understanding of these phenomena, but also the ability of organizations and their managers to better deal with the complexity and diversity of objectives and thus support their long-term success and survival. The project was pursued in three subprojects with different partners:

Projects:	Partner(s):	Results:	Publication Output:
<p><b>The interplay between drivers of ambidexterity</b></p> <p>The project strived to study if and how paradoxical (agile or flexible) leadership, structure, and culture are working together to enable small and medium-sized enterprises to both explore and exploit and thus achieve innovativeness and profitability.</p>	 	<p>While leadership, structure, and culture where, independently, effective in driving exploration and exploitation, they get into one another's way if used in combination.</p>	 
<p><b>Performance Effects of Different Types of Acquisition Patterns</b></p> <p>The project aimed at shedding light on how corporations can use mergers and acquisitions to not only access new capabilities, but also strengthen their current market position in order to ultimately increase performance.</p>		<p>While individual acquisitions are most effective when focusing on one or the other objective (renewal or improvement), companies can increase their performance by pursuing acquisitions with different objectives in parallel.</p>	 
<p><b>Managing Interrelated Tensions in Headquarters-Subsidiary Relationships</b></p> <p>The project set out to inquire how an international, philanthropically founded not-for-profit organization can transform into a financially self-sustaining corporation with a strong social mission.</p>	 <p><b>UNIVERSITÉ DE GENÈVE</b></p>	<p>We have shown how different regional subsidiaries of a central American NPO have experienced and dealt with the interrelated conflicts of local responsiveness and global integration as well as between economic and social purpose.</p>	  

Summarizing, the project has resulted in significant scientific contributions, including two publications in leading international journals and four invitations to highly reputable peer-reviewed conferences. Furthermore, it has provided the scientific foundation for two dissertation projects and the conceptual basis for a first workshop with a successful company from Liechtenstein.