

WILLOW A. SHEREMATA

Schulich School of Business
York University
4700 Keele Street
Toronto, ON M3J 13P
(416) 736-2100 x77902

460 Roselawn Ave
Toronto, ON M5N 1J8
(416) 422-3003

wsheremata@schulich.yorku.ca

ACADEMIC EMPLOYMENT

Associate Professor of Policy, *Schulich School of Business, York University* 2005-present
Assistant Professor of Policy, *Schulich School of Business, York University* 2002-2005
Assistant Professor of Management, *Tulane University* 1998-2002

EDUCATION

Ph.D. Management, minor in Information Systems, *Stern School of Business, New York University* 1999
Dissertation: Implementing strategies of radical software new product development under time pressure
M.Ph. Management, *Stern School of Business, New York University* 1997
M.B.A. Management, *Wharton School of Business, University of Pennsylvania* 1993
M.Sc. Computer Science, *University of Toronto* 1989
B.Sc. Mathematics and Computer Science, *McGill University* 1982

RESEARCH INTERESTS

Tensions that arise from the need for individual autonomy and social integration in a context of technological innovation.
The role of power in the innovation process. The effects of distributed power on innovation performance.
Decision-making processes in top management teams and how they affect innovation and firm performance. The effects of schematic diversity on innovation performance.
Innovation typologies and the moderating effects of innovation type on innovation performance. The benefits of radical innovation to firms and social welfare.

TEACHING INTERESTS

Business policy—strategy formulation and execution
Technology and innovation management
Organization design and theory

FUNDED RESEARCH GRANTS

Sheremata, W.A. (principle investigator) 2007. *Distributing power to those with diverse knowledge to create new systems: Top management teams and innovation performance*. Standard Research Grant awarded by the Social Sciences and Humanities Research Council of Canada: \$81,559.

PUBLICATIONS

Refereed Journal Articles

Sheremata, W.A. 2004. Competing through innovation in network markets: Strategies for challengers. *Academy of Management Review*, 29: 359-377.

Sheremata, W.A. 2002. Finding and solving problems in software new product development. *Journal of Product Innovation Management*, 19(2): 144-158.

Sheremata, W.A. 2000. Centrifugal and centripetal forces in radical new product development under time pressure. *Academy of Management Review*, 25: 389-408.

Sheremata, W.A. 1998. "New" issues in competition policy raised by information technology industries. *Antitrust Bulletin*, 43: 547-582.

Sheremata, W.A. 1997. Barriers to innovation: A monopoly, network externalities, and the speed of innovation. *Antitrust Bulletin*, 42: 937-972.

Book Chapter

Sheremata, W.A. 2008. Innovation as a strategy in network markets. In C. Wankel (Ed.), *21st Century Management: A Reference Handbook*, 303-313. Thousand Oaks, CA: Sage Publications.

Book Reviews

Sheremata, W.A. 2009. Communicative practices in workplaces and the professions: Cultural perspectives on the regulation of discourse and organizations, M. Zachry and C. Thralls (eds). *Administrative Science Quarterly*, 54: 171-175.

Sheremata, W.A. 2008. The secret of success: The double helix of formal and informal structures in an R&D laboratory, P.S. Rizova. *Administrative Science Quarterly*, 53: 753-756.

GUEST EDITOR

Special Issue of the *Antitrust Bulletin*, 1998. "New" issues raised by information technology industries, 43: 547-931 (contributors included D. Balto, M. Coleman, W. J. Curran, J. Farrell, M. L. Katz, M. A. Lemley, D. McGowan, P. S. Menell, R. Pitofsky, D. L. Rubinfeld, and D. J. Teece).

RESEARCH IN PROGRESS

- Sheremata, W.A. Schemata associated with component technologies within the TMT: Effects on profitability in a context of systems innovation. (revising for submission to *Strategic Management Journal*).
- Sheremata, W.A. & Medcof, T. Distributed power in top management teams: Effects on the profitability of businesses competing through systems innovation (revising for submission to the *Academy of Management Journal*).
- Sheremata, W.A. & Medcof, T. Empowered diversity: Distributing power to top management teams with diverse knowledge and schemata (data collection and coding complete; analysis pending).
- Sheremata, W.A. & Medcof, T. TMT diversity and innovation performance in the computer industry: Does schematic diversity within individuals matter? (data collection and coding complete; analysis pending).
- Sheremata, W.A. Profiting through tightly coupled innovation: A knowledge-based defense of integrated diversity (in development for submission to the *Academy of Management Review*).
- Sheremata, W.A. Countervailing forces in technological innovation: The individual versus the collective (in development for the *Academy of Management Review*).
- Sheremata, W.A.. Crossing the inductive-deductive divide to develop social theory (developing for the *Academy of Management Review*).
- Sheremata, W.A. Radical problems in radical innovation: Changing the parameters of innovation through problem identification (data collected; in development for the *Academy of Management Journal*).

CONFERENCE PRESENTATIONS

- Sheremata, W.A. 2015. *Changing the Conversation about Work-Life in the Academy to Transform Organizations*. Annual Meeting of the Academy of Management, OB Division, Vancouver, BC.
- Sheremata, W.A. & Medcof, T. 2012. *Distributed power in TMTs and profitability in context of radical systems innovation*. Annual Meeting of the Academy of Management, TIM Division, Boston, MA.
- Sheremata, W.A. & Medcof, T. 2011. *Distributed power in TMTs, profitability, and the moderating role of innovation*. Annual Meeting of the Strategic Management Society, Miami, FL.

- Sheremata, W.A. 2010. *The benefits and challenges of establishing dominant designs through radical innovation*. Annual Meeting of the Academy of Management, TIM Division, Montreal, Canada.
- Sheremata, W.A., Lee, P., & Medcof, T. 2010. “Any” industry experience, diversity, and systems innovation: *The complexities of TMT composition*. Annual Meeting of the Academy of Management, BPS Division, Montreal, Canada.
- Sheremata, W.A., Lee, P., & Medcof, T. 2010. *Dominant, any & “minority” industry experience in a context of systems innovation: The effects of TMT composition on profitability*. Annual Meeting of the International Federation of Scholarly Associations of Management, Paris, France.
- Sheremata, W.A., Medcof, T., Lee, P., & Li, W. 2009. *TMT functional background diversity, profitability, and systems innovation: The unique role of “any” marketing experience*. Annual Meeting of the Strategic Management Society, Washington, DC.
- Sheremata, W.A., Lee, P., & Medcof, T. 2008. *How does the distribution of knowledge matter in TMTs? Industry backgrounds and systems innovation*. Annual Meeting of the Strategic Management Society, Cologne, Germany.
- Sheremata, W.A. 2008. *Crossing the inductive-deductive divide: Using “grounded” processes to deduce new theory*. Annual Meeting of the Academy of Management, BPS, OMT, and TIM Divisions, Anaheim, CA.
- Sheremata, W.A. 2007. *Gestalt logic: Empowering schematic diversity in the context of systems innovation*. Annual Meeting of the Strategic Management Society, San Diego, CA.
- Sheremata, W.A. 2007. *Centripetal and centrifugal forces in systems innovation: Distributed influence and schematic diversity*. Annual Meeting of the Academy of Management, TIM Division, Philadelphia, PA.
- Sheremata, W.A. 2007. *Teaching 21st century management*. Annual Meeting of the Academy of Management, MED, HR, TTC, BPS, GDO & ONE Divisions, Philadelphia, PA.
- Sheremata, W.A. 2004. *In defense of integral systems innovation: A radical source of sustainable competitive advantage*. Annual Meeting of the Strategic Management Society, San Juan, Puerto Rico.
- Sheremata, W.A. 2004. *Integrating diversity in the upper echelon to profit through systems innovation: Gestalt logic*. Annual Meeting of the Academy of Management, BPS Division, New Orleans, LA.
- Sheremata, W.A. 2004. *The role of power in the dialectic created by interdependent diversity*: NSF Innovation and Organizational Change Conference on Organization Design at New York University, New York, NY.

Sheremata, W.A. 2003. *How radical and compatible should innovation be in network markets?* Annual Meeting of the Academy of Management, Seattle, WA.

Sheremata, W.A. 2001. *Competing through innovation in network markets: Strategies for challengers.* Annual Meeting of the Strategic Management Society, San Francisco, CA.

Sheremata, W.A. 2001. *Finding and solving problems to attain goals in software new product development.* Annual Meeting of the Academy of Management, OMT Division, Washington, DC.

Sheremata, W.A. 2001. *The effects of searching for problems on new product development under time pressure.* INFORMS Annual International Conference, Wailea, HI.

Sheremata, W.A. 2000. *Finding and solving problems in software new product development.* 7th Annual EIASM International Product Development Management Conference, Leuven, Belgium.

Sheremata, W.A. 1999. *When to change the rules of the game: Competing through innovation in network markets.* Annual Meeting of the Strategic Management Society, Berlin, Germany.

Sheremata, W.A. 1996. *Viewing structure through a new logic: Distributed processing.* Annual Meeting of the Academy of Management, OMT Division, Cincinnati, OH.

CONFERENCE SYMPOSIUMS (Organizer & Presenter)

Abrahamson, E., Barney, J.B., Makadok, R.J., Sheremata, W.A., Starbuck, W.H., & Winter, S.G. 2008. *Advocates and activists for deductive theory.* Showcase symposium and winner of best OMT symposium award at the Annual Academy of Management, sponsored by the BPS, OMT, and TIM Divisions, Anaheim, CA.

Abrahamson, E., Bettis, R.A., Garud, R., Schilling, M.A., & Sheremata, W.A. 2003. *Network markets and bandwagons: Economic and sociological approaches to increasing returns.* Showcase symposium at the Annual Academy of Management, sponsored by the BPS, OMT, and TIM Divisions, Seattle, WA.

Guth, W.D., Katz, M.L., Kumaraswamy, A., Saloner, G., & Sheremata, W.A. 1999. *The impact of network effects on strategies of innovation.* Panel session at the Annual Meeting of the Strategic Management Society, Berlin, Germany.

CONFERENCE SESSION CHAIR OR DISCUSSANT

Top Management Teams (chair) 2010. Annual Meeting of the Academy of Management, BPS Division, Montreal, Canada.

Patents and intellectual property (chair) 2007. Annual Meeting of the Academy of Management, TIM Division, Philadelphia, PA.

Radical innovation (discussant) 2005. Annual Meeting of the Academy of Management, TIM Division, Honolulu, HI.

Innovation and learning strategies (chair) 2004. Annual Meeting of the Strategic Management Society, San Juan, Puerto Rico.

Orchestration of the value chain (chair) 2003. Annual Meeting of the Strategic Management Society, Baltimore, MD.

What is hip? Fads, fashion, and celebrity (chair) 2003. Annual Meeting of the Academy of Management, OMT Division, Seattle, WA.

Technology management (chair) 2001. Annual Meeting of the Academy of Management, TIM Division, Washington, DC.

New product development (chair) 2001. INFORMS Annual International Conference, Wailea, HI.

Strategic management under uncertainty (discussant) 1996. Annual Meeting of the Academy of Management, BPS Division, Cincinnati, OH.

INVITED PRESENTATIONS

Sheremata, W.A. 2004. *How the distribution of cognition and power in the upper echelon affects technological innovation: Transcending the dialectic*. Presented at the University of Toronto Speaker Series, Toronto, ON.

Sheremata, W.A. 2003. *Centrifugal and centripetal forces in radical new product development under time pressure*. Keynote speaker at Creativity Symposium, organized by the Stevens Institute of Technology, Parsippany, NJ.

AWARDS AND HONORS (Academic)

Academy of Management Best OMT Symposium Award (peer-reviewed by the Organizations and Management Theory Division)	2008
Standard Research Grant awarded by the Social Sciences and Humanities Research Council of Canada: \$81,559.	2007
Freeman Fellowship	2001-2002
J. F., Jr. and Jessie Lee Seinsheimer Fellowship	1998-2001

INDUSTRY EXPERIENCE

Formulated and implemented business-level strategies in computer software and hardware markets; managed the development of new systems and products, R&D, marketing, and business planning; and developed industry standards in the American National Standards Institute (ANSI) and International Standards Organization (ISO).

Awards

IBM Division Achievement Award (Application Systems Division) 1991

IDE Associates

Product Line Manager *Boston, MA* 1993-1994

International Business Machines

Corporate Program Manager, HQ Staff *Somers, NY* 1992-1993
Systems Marketing Manager, HQ Staff *Somers, NY* 1990-1992
Product Line, Systems, and Development Manager *Bethesda, MD* 1988-1990
Product Manager, Business and Product Planner, HQ Staff *Milford, CT* 1987-1988
Software Product Architect *Toronto, ON* 1987
Software Product Planner *Toronto, ON* 1984-1986
Software Programmer *Toronto, ON* 1982-1984

Industry Standard Committees

ISO/IEC JTC SC7 Project Leader, IBM Liaison 1992-1993
ANSI X3-J2 IBM Liaison 1982-1985

TEACHING EXPERIENCE

Schulich School of Business, York University

Strategic Management (MBA) 2002-2015
Strategy Execution (BBA) 2014-2015
Strategy Execution (MBA) 2009-2015
Management of Change (undergraduate) 2009-2013
Managing for Value Creation (MBA) 2008-2009
Quantitative Research Methods (PhD) 2003-2005
Statistical Research Methods (PhD) 2004-2005
Independent Studies (1 undergraduate, 5 MBA, 4 PhD) 2003-2013
Strategy Field Studies (MBA) 2002-2013

Tulane University

Management Policy (undergraduate)	1998-2002
Technological Innovation (MBA)	2000-2001
Management of Technology and Innovation (undergraduate)	1998-2000

New York University

Business Strategy and Policy (undergraduate)	1997-1998
--	-----------

PROFESSIONAL SERVICE AND ACTIVITIES

Editorial Board of <i>IEEE Transactions on Engineering Management</i>	2010-present
Editorial Board of the <i>Academy of Management Review</i>	2008-2014
Editorial Board of the <i>Journal of Product Innovation Management</i>	2003-2013
Editorial Advisory Board of the <i>Antitrust Bulletin</i>	1999-2006
Strategic Management Society Special Conference Singapore Review Committee	2012
Academy of Management, OMT Division Research Committee	2010
OMT Trailblazer Scholar Committee	
OMT Best Dissertation Committee	
Social Sciences and Humanities Research Council of Canada Grant Application Review Committee	2010
Academy of Management, TIM Division Best Paper Committee	2007
Strategic Management Society Conference Review Committee	2000
Reviewer for the <i>Academy of Management Review</i>	
<i>Academy of Management Journal</i>	
<i>Strategic Management Journal</i>	
<i>Administrative Science Quarterly</i>	
<i>Journal of Product Innovation Management</i>	
<i>IEEE Transactions on Engineering Management</i>	
<i>R&D Management</i>	
<i>Research Policy</i>	
<i>Journal of Business Research</i>	
<i>Academy of Management (BPS, OMT, & TIM)</i>	
<i>Strategic Management Society</i>	

UNIVERSITY AND AREA SERVICE

Schulich School of Business, York University

Affirmative Action Coordinator (school-level)	2010-2013
Faculty of Graduate Studies (university-level)	2005-2012
Dean's Representative, Ph.D. Dissertation Defense (school-level)	2012
Affirmative Action Representative (OMIS area)	2010-2011
Affirmative Action Representative (ORGS area)	2010-2011

Teaching Assessment for Tenure & Promotion Committee	2010-2011
Admissions Committee (school level)	2009-2010
Student Affairs Council (school-level)	2008-2009
Affirmative Action Liaison (OBIR area)	2007-2008
Admissions Committee (school level)	2005-2006
Student Affairs Council (school-level)	2003-2005
Policy Area MBA Curriculum, Recruiting, Ph.D. Admissions	2002-2006
Policy Area Speaker Series	2003-2005
Ph.D. Seminars	2002-2003
Ph.D. Comprehensive Exam Committee	2002-2003

Tulane University

Graduate Student Council (university-level)	2001-2002
Ph.D. Behavioral Science Curriculum Committee (school-level)	1999-2002
Studies in Management Committee (school-level)	1998-2002
Management Area Speaker Series	1999-2002
Management Area Recruiting	1998-2001
Management Area Industry and Placement Committee	1998-1999