

Miguel Pina e Cunha  
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## Personal information

**Miguel Pina e Cunha** is Professor of Organization Studies. He received his PhD from Tilburg University. His research has been published in journals such as the *Academy of Management Review*, *Applied Psychology: An International Review*, *Human Relations*, *Journal of Applied Behavioral Science*, *Journal of Management Studies*, *Organization*, and *Organization Studies*, among others. He published or edited several books, including "Organizational Improvisation" (co-edited with K. Kamoche and J.V. Cunha, Routledge, 2002), "Creating balance? International perspectives on the work-life integration of professionals" (co-edited with S. Kaiser, M.J. Ringlstetter, D.R. Eikhof, Springer, 2011) and "The virtues of leadership: Contemporary challenge for global managers" (with A. Rego and S. Clegg, Oxford University Press, 2012).

He teaches Organizational Behavior, Leadership and Change Management, and Positive Organization Theory at Nova and collaborates with the Angola Business School. He received teaching awards as best professor in the undergraduate and MBA programs.

He served as academic director of the undergraduate program at Nova, academic director of The Lisbon MBA, and as Associate Dean for graduate programs. He presently heads the school's Faculty Council.

## Qualifications

Management, Doctorate, Tilburg University  
... → 1998

Organizational Behavior, Master, ISPA - Instituto Universitário de Ciências Psicológicas, Sociais e da Vida  
... → 1992

## Employment

### Full Professor

NOVA School of Business and Economics (NOVA SBE)  
Universidade NOVA de Lisboa  
Carcavelos, Portugal  
11 Aug 2017 → present

### Scientific Council President

NOVA School of Business and Economics (NOVA SBE)  
Universidade NOVA de Lisboa  
Carcavelos, Portugal  
1 Apr 2014 → 1 Apr 2018

### Pedagogical Council President

NOVA School of Business and Economics (NOVA SBE)  
Universidade NOVA de Lisboa  
Carcavelos, Portugal  
1 Apr 2010 → 1 Apr 2014

## Research outputs

### Positive organizational behaviour: management as a force for good

Cunha, M. P., Rego, A., Simpson, A. V. & Clegg, S., 2020, 1st. ed. London: Routledge. 542 p.

### Hope in business organizing for societal progress: Three narratives

Clegg, S., Simpson, A. V., Cunha, M. P. E. & Rego, A., Dec 2019, *Organizing Hope: Narratives for a better future*. Ericsson, D. & Kostera, M. (eds.). Massachusetts: Edward Elgar Publishing Limited, p. 61-71

**A high-growth firm contingency test of the formalization-performance relationship**

López, A., Neves, P. & Cunha, M. P., Nov 2019, In : Journal of Small Business Management. 57, S2, p. 374-396

**Strategic agility through improvisational capabilities: Implications for a paradox-sensitive HRM**

Cunha, M. P., Gomes, E., Mellahi, K., Miner, A. S. & Rego, A., Nov 2019, In : Human Resource Management Review. 30, 11, 100695.

**Speak! Paradoxical effects of a managerial culture of 'speaking up'**

Cunha, M. P. E., Simpson, A. V., Clegg, S. R. & Rego, A., 1 Oct 2019, In : British Journal of Management. 30, 4, p. 829-846 18 p.

**Paradoxes of organizational change in a merger context**

Cunha, M. P., Neves, P., Clegg, S. R., Costa, S. & Rego, A., 29 Aug 2019, In : Qualitative Research in Organizations and Management: An International Journal. 14, 3, p. 217-240

**Superequipas: orientações para a criação de verdadeiras equipas**

Cunha, M. P., Rego, A. & Rego, T. M., 30 May 2019, 3ª ed., revista ed. Lisboa: Actual Editora. 320 p.

**Integrative ambidexterity: one paradoxical mode of learning**

Cunha, M. P., Bednarek, R. & Smith, W., 13 May 2019, In : Learning Organization. 26, 4, p. 425-437

**Improvisation in the learning organization: a defense of the infra-ordinary**

Cunha, M. P. & Clegg, S., 8 Apr 2019, In : Learning Organization. 26, 3, p. 238-251

**Dogs in organizations**

Cunha, M. P., Rego, A. & Munro, I., 1 Apr 2019, In : Human Relations. 72, 4, p. 778-800 23 p.

**Conveyed leader PsyCap predicting leader effectiveness through positive energizing**

Rego, A., Yam, K. C., Owens, B. P., Story, J. S. P., Cunha, M. P., Bluhm, D. & Lopes, M. P., Apr 2019, In : Journal of Management. 45, 4, p. 1689-1712

**Leader humility and team performance: exploring the mediating mechanisms of team PsyCap and task allocation effectiveness**

Rego, A., Owens, B., Yam, K. C., Bluhm, D., Cunha, M. P., Silard, A., Gonçalves, L., Martins, M., Simpson, A. V. & Liu, W., 1 Mar 2019, In : Journal of Management. 45, 3, p. 1009-1033 25 p.

**Ambidextrous leadership, paradox and contingency: evidence from Angola**

Cunha, M. P., Fortes, A., Gomes, E., Rego, A. & Rodrigues, F., 21 Feb 2019, In : International Journal Of Human Resource Management. 30, 4, p. 702-727 26 p.

**Paradox theory and the paradox of success**

Cunha, M. P. & Putnam, L. L., 1 Feb 2019, In : Strategic Organization. 17, 1, p. 95-106 12 p.

**Difusão da responsabilidade**

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**Engajamento e desempenho: a liderança focada no desenvolvimento das forças dos liderados**

Rego, A., Valverde, C. & Cunha, M. P., 2019, *Humanizar as organizações: novos sentidos para a gestão de pessoas*. Marujo, H. Á., Neto, L. M. & Ceitil, M. (eds.). 1 ed. Lisboa: Editora RH

**"Heaven or Las Vegas": competing institutional logics and individual experience**

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**Liderança**

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**Liquefying modernity: Zygmunt Bauman as organization theorist**

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**Management, organizations and contemporary social theory**

Clegg, S. & Cunha, M. P., 2019, 1st. ed. London. 314 p.

**Management, organizations and contemporary social theory: an index of possibilities**

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**Persuasão**

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**Prefácio: Barnard Redux**

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**Psicologia das organizações**

Cunha, M. P., 2019, *Dicionário de Psicologia*. Baptista, T. M. & Neto, D. D. (eds.). 1 ed. Lisboa: Edições Sílabo, Lda., p. 343

**Psicologia política**

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**Que líder sou eu? Manual de apoio ao desenvolvimento de competências de liderança**

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**Rethinking resistance as an act of improvisation: Lessons from the 1914 Christmas truce**

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**Teoria das organizações e da gestão: uma perspectiva histórica**

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**Que líder sou eu? Manual de apoio ao desenvolvimento de competências de liderança**

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**Big five personality traits in simulated negotiation settings**

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**Analyzing competing demands in organizations: a systematic comparison**

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**Brazilian managers' ageism: a multiplex perspective**

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**The optimism-pessimism ratio as predictor of employee creativity: the promise of duality**

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**Why does performance management not perform?**

Cunha, M. P., Vieira, D. V., Rego, A. & Clegg, S., 1 Jan 2018, In : International Journal Of Productivity And Performance Management. 67, 4, p. 673-692 20 p.

**Improvising agility: Organizations as structured-extemporaneous hybrids**

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**Persistence in paradox**

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**Studying vicious circles to learn about state reforms**

Cunha, M. P. & Tsoukas, H., 2018, *Management research: European perspectives*. Siebert, S. (ed.). New York: Routledge Taylor & Francis Group, p. 157-170 (Routledge Studies in International Business and the World Economy).

**Super Equipas: Orientações para a criação de verdadeiras equipas**

Cunha, M. P., Rego, A. & Rego, T. M., 2018, Actual, Grupo Almedina. 312 p.

**Biographical methods in leadership research**

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**Joining the sociomaterial debate**

Pozzebon, M., Diniz, E. H., Mitev, N., Vaujany, F-X. D., Cunha, M. P. & Leca, B., Nov 2017, In : *Rae-Revista De Administracao De Empresas*. 57, 6, p. 536-541

**How leader humility helps teams to be humbler, psychologically stronger, and more effective: a moderated mediation model**

Rego, A., Owens, B., Leal, S., Melo, A., Cunha, M. P., Gonçalves, L. & Ribeiro, P., Oct 2017, In : *Leadership Quarterly*. 28, 5, p. 639-658

**Reflexive work and the duality of self-leadership**

Cunha, M. P., Pacheco, M., Castanheira, F. & Rego, A., 1 Sep 2017, In : *Leadership*. 13, 4, p. 472-495 24 p.

**Corporate sustainability: a view from the top**

Rego, A., Cunha, M. P. & Polónia, D., 1 Jun 2017, In : *Journal of Business Ethics*. 143, 1, p. 133-157 25 p.

**Reliability and construct validity of the Portuguese version of the Psychological Capital Questionnaire**

Antunes, A. C., Caetano, A. & Cunha, M. P., 1 Jun 2017, In : *Psychological Reports*. 120, 3, p. 520-536

**Como liderar empresas familiares: Aprenda a usar a força (e a defender-se do lado negro) dos negócios de família**

Cunha, M. P., Rego, A., Cunha, A. D. D. & Fernandes, F. S., Jun 2017, Alfragide: Lua de Papel. 207 p.

**Organização: Cães e «cãopetências» na vida organizacional**

Rego, A. & Cunha, M. P., Jun 2017, 1ª ed. Lisboa: Edições Sílabo. 157 p.

**Mission impossible? The paradoxes of stretch goal setting**

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**Rhythm, time and improvisation**

Teixeira Santos, P. & Cunha, M. P., Feb 2017, *Improvisation und Organisation: Muster zur Innovation sozialer Systeme*. Stark, W., Vossebrecher, D., Dell, C. & Schmidhuber, H. (eds.). Bielefeld: Transcript Verlag, p. 93-108

**Porque não gosto do meu chefe: Uma viagem aos confins das más práticas de liderança**

Rego, A., Cunha, M. P. & Gomes, D. O., 1 Jan 2017, 2ª ed. Lisboa: Edições Sílabo. 188 p.

**Gemeinschaft in the midst of Gesellschaft? Love as an organizational virtue**

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**Developing and validating an instrument for measuring managers' attitudes toward older workers**

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**Dialectics: assumptions and ideas**

Clegg, S. & Cunha, M. P., 2017, *The Oxford Handbook of Organizational Paradox*. Smith, W. K., Lewis, M. W. & Jarzabkowski, P. (eds.). Oxford University Press

**Jobs, Musk, Bezos – gênios insanos? Inventar o futuro em vez de o prever**

Rego, A. & Cunha, M. P., 2017, 1ª ed. Lisboa: Edições Sílabo. 308 p.

**Managing ongoing dualities in international business**

Oliveira, S. C., Story, J. S. P. & Cunha, M. P., 2017, *Academy of Management Proceedings: 77th Annual Meeting of the Academy of Management, AOM 2017*. Atlanta: Academy of Management, Vol. 2017. 15267

**Mary Parker Follett: Sobre liderança, poder, empresas e sociedade**

Rego, A. & Cunha, M. P., 2017, Edições Sílabo, Lda.

**Mercado, concorrência e ética: Os paradoxos**

Cunha, M. P., Rego, A. & Leite, A. P., 2017, *Ética Aplicada: Economia*. Neves, M. C. P. & Neves, J. C. (eds.). 1ª ed. Lisboa: Edições 70, p. 201-221

**On organizational circularity: Vicious and virtuous circles in organizing**

Cunha, M. P. & Tsoukas, H., 2017, *The Oxford Handbook of Organizational Paradox*. Smith, W. K., Lewis, M. W., Jarzabkowski, P. & Langley, A. (eds.). Oxford University Press

**Organizational dialectics**

Clegg, S. & Cunha, M. P., 2017, *The Oxford Handbook of Organizational Paradox*. Smith, W. K., Lewis, M. W., Jarzabkowski, P. & Langley, A. (eds.). Oxford University Press, p. 105-124

**Improvisation processes in organizations**

Cunha, M. P., Miner, A. S. & Antonacopoulou, E., 14 Dec 2016, *The SAGE Handbook of Process Organization Studies*. Langley, A. & Tsoukas, H. (eds.). Sage Publications Ltd, p. 559-573 15 p.

**Explaining suicide in organizations: Durkheim revisited**

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**Kafkaesque power and bureaucracy**

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**The dark side of organizational improvisation: Lessons from the sinking of Costa Concordia**

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**Improvising prescription: evidence from the emergency room**

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**Organizational zemblanity**

Giustiniano, L., Cunha, M. P. & Clegg, S., 1 Feb 2016, In : *European Management Journal*. 34, 1, p. 7-21 15 p.

**Store creativity, store potency, store performance, retailing**

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**Como podem as organizações gerir paradoxos?**

Cunha, M. P., Rego, A. & Sousa, M., 2016, In : *Análise Psicológica*. 34, 3, p. 309-323 15 p.

**Estudo de adaptação e validação de uma escala de percepção de liderança ética para líderes Portugueses**

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**Manual de comportamento organizacional e gestão**

Cunha, M. P., Rego, A., Cunha, R., Cabral-Cardoso, C. & Neves, P., 2016, 8.ª ed. Lisboa: Editora RH. 898 p.

**Propósito: Ideias para Trabalhar Ligado**

Cunha, M. P., Rego, A. & Castanheira, F., 2016, 1st ed. Lisboa: Editora RH. 116 p.

**Que Líder Sou Eu? Manual de apoio ao desenvolvimento de competências de liderança**

Rego, A. & Cunha, M. P., 2016, Lisboa: Sílabo. 260 p.

**The seven pillars of paradoxical organizational wisdom: On the use of paradox as a vehicle to synthesize knowledge and ignorance**

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**Tales of the unexpected: discussing improvisational learning**

Cunha, M. P., Neves, P., Clegg, S. R. & Rego, A., 1 Nov 2015, In : *Management Learning*. 46, 5, p. 511-529 19 p.

**An institutional palimpsest? The case of Cambodia's political order, 1970 and beyond**

Cunha, M. P., Rego, A., Silva, Á. F. D. & Clegg, S., 2 Sep 2015, In : *Journal of Political Power*. 8, 3, p. 431-455 25 p.

**Hybridity, sociomateriality and compassion: What happens when a river floods and a city's organizations respond?**

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**Compassion in the context of capitalistic organizations: Evidence from the 2011 Brisbane floods**

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**Reforming the state: Understanding the vicious circles of reform**

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**Authentic leaders promoting store performance: the mediating roles of virtuousness and potency**

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**Powers of romance: The liminal challenges of managing organizational intimacy**

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**Embodying sensemaking: Learning from the extreme case of Vann Nath, prisoner at S-21**

Cunha, M. P., Clegg, S., Rego, A. & Gomes, J. F. S., 1 Mar 2015, In : *European Management Review*. 12, 1, p. 41-58 18 p.

**The institutionalization of genocidal leadership: Pol Pot and a Cambodian dystopia**

Cunha, M. P., Rego, A. & Clegg, S., 1 Mar 2015, In : *Journal of Leadership Studies*. 9, 1, p. 6-18 13 p.

**The dialectics of serendipity**

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**'The revolution will not be televised': the institutional work of radical change in China's Cultural Revolution**

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### **As virtudes nas organizações**

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### **How the employees' perceptions of corporate social responsibility make them happier and psychologically stronger**

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### **Mais mudança com menos mudanças: Notas sobre a reforma do Estado e o paradoxo da mudança**

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### **Management improvisation**

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### **Organizational improvisation: from the constraint of strict tempo to the power of the avant-garde**

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### **Building your self: a sensemaking approach to expatriates' adjustment to ethical challenges**

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### **Bank behaviour and resilience: the effect of structures, institutions and agents**

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### **Doing compassion or doing discipline? Power relations and the Magdalene Laundries**

Simpson, A. V., Clegg, S. R., Lopes, M. P., Cunha, M. P., Rego, A. & Pitsis, T., May 2014, In : *Journal of Political Power*. 7, 2, p. 253-274 22 p.

### **Organizations as human communities and internal markets: searching for duality**

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### **Product innovation in resource-poor environments: three research streams**

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### **Smells like team spirit: Opening a paradoxical black box**

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### **Hope and positive affect mediating the authentic leadership and creativity relationship**

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### **Evil organization studies: on genocide, culture and organization (Call for papers)**

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## Prizes

**Best Paper Award**

Miguel Pina e Cunha (Recipient), Jul 2018

**"That's promising"**

Miguel Pina e Cunha (Recipient), Dec 2018

## **Press/Media**

**Stewart Clegg - about fatal leadership approaches**

Stewart Clegg, Miguel Pina e Cunha & Arménio Rego

11/03/17

1 item of Media coverage

## **Awards**

**Pacientes como fontes de Inovação no Sector da Saúde: Uma Investigação Empírica de Tratamentos, Terapias e Equipamentos médicos Desenvolvidos por Pacientes de Doenças Crónicas**

Cunha, M. P. E.

30/04/13 → 29/04/15