

Exchange Week for foreign visiting professors
8 - 12 April 2024
Iscte, Lisbon

Professor Michał Zdziarski

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Country Poland

Brief CV

Michał Zdziarski, Ph.D. Associate Professor, Faculty of Management,
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Michał Zdziarski is a Chair of Strategy and International Business Research
Group at Faculty of Management, University of Warsaw.

His research interests include: International Business, Strategic
Management, Sustainability, Business Networks and Corporate Governance.

He is currently Member of the Management Committee in COST Action
CA20131 - Efficient Justice for All: Improving Court Efficiency through EU
Benchmarking and Member of the Advisory Board to WTO Chairs Program,
KUSOM Nepal, and Advisor to the Wicked 7 Network.

Michał Zdziarski was a research member of the Corpnet Research Group at
University of Amsterdam, a member of the Marie-Curie GETM3 Research
Network, and a member of the Core Management Team in COST Action
“Expert judgment network: Bridging the gap between scientific uncertainty
and evidence-based decision making”.

He was a Principal Investigator in three research projects funded by a
National Science Center for Research and Development in Poland, and also
recipient of grants from The National Science Foundations in the US and
NIVE in The Netherlands.

He served as a Principal Investigator and Director Central Europe for The
Conference Board.

His articles were published in European Business Review, Construction and Management Economics, Journal for East European Management Studies and Harvard Business Review among others. He authored decision games, case studies and experiential learning seminars. Michał Zdziarski co-founded three start-up companies, including internationally recognized Wheelstair that won 3rd award in the XIV Healthcare Innovation World Cup at Medica Trade Fair in 2022.

On-going research topic

Strategic Management, International Business, Sustainable Strategy, Innovation

Relevant publications

De Beule, F., Elia, S., Garcia-Bernardo, J., Heemskerk, E. M., Jaklič, A., Takes, F. W., & Zdziarski, M. (2022). Proximity at a distance: The relationship between foreign subsidiary co-location and MNC headquarters board interlock formation. *International Business Review*, 101971.

M Zdziarski, J Światowiec-Szczepańska, M Troilo, Ł Małys (2017) Adventurous Foreign Direct Investment *Journal of Management and Business Administration Central Europe* 25 (2), 117-138

Malla, B., Chhetri, S. B., & Zdziarski, M. (2023). Taking UN SDG goals on board: Lessons from the top global companies. In *Managing and Strategising Global Business in Crisis* (pp. 65-85). Routledge India

Topic of lecture for the students

MuBabao Innovation Workshop

Outline of lecture for the students

The MuBaBaO® (<https://mubabao.pl/>) is a Visual-Storytelling Learning approach from MuBaBaO® Creative Thinking Blocks. It is an immersive and multidimensional method aimed at fostering creative thinking, spatial intelligence, and effective communication within a group context. It engages participants in a dynamic and multi-layered exercise using wooden blocks. The participants are divided into groups and are presented with a box of wooden blocks (like blocks of Lego but made from wood) of different shapes and sizes. These blocks can be joined in different ways to create different types of objects. The box of wooden blocks provided to each group of participants represents “Chaos in a Harmonious Wooden Box”. This chaotic arrangement symbolizes the unpredictability and complexity of real-life scenarios, drawing parallels to the concepts of VUCA (Volatility, Uncertainty, Complexity, Ambiguity) (Lawrence, 2013) and BANI (Brittle, Anxious, Non-linear, Incomprehensible) (de Godoy & Filho, 2021) environments. The primary goal of this exercise is to find harmony within the apparent chaos of the wooden blocks. Participants are tasked with creatively connecting the blocks and creating something out of them that could be part of a solution to a given problem. They are then required to tell a story about what they have created and how this would solve the problem. In the initial 5 minutes, participants may feel disoriented and perplexed by the chaotic arrangement of the blocks. This initial confusion mirrors the initial challenges people face when dealing with complex, unpredictable situations. As participants persist with the task, their imagination takes center stage as a guiding force. They begin to explore unconventional connections, experiment with different block arrangements, and think creatively. This phase highlights the transformative power of creative thinking in navigating and making sense of complex and seemingly unrelated elements in real-life scenarios. The unique feature of the exercise lies in the variety of block shapes. Some blocks have elements that fit together, while others do not, requiring participants to discern which parts can connect. This aspect is critical for developing spatial intelligence, a key skill for problem-solving and future success. The teams of participants are then required to collaboratively create a narrative related to the construction they've built. The storytelling aspect also involves the

integration of a solution to a real-world problem, such as a sustainable business challenge.