

Dr. ir. A. Greco
Assistant Professor in Resilient Management of the Built Environment
Real Estate Management Section



Research profile

Bio

I am an organizational scholar dedicated to contributing to a sustainable built environment by combining social science and architecture.

I work on exciting projects to create a future-proof built environment (check out Reincarnate for example), striving to accelerate innovation processes by facilitating business model innovation, and navigating paradoxes (e.g., long term benefits versus short-term gains; individual versus collective benefits).

Over the past decade, I have delved into the challenges of scaling sustainability-driven innovations, beginning with the award-winning Prêt-à-Loger project during my MSc studies. Early on, I stumbled upon the question: How come that we have all the solutions to reduce carbon emissions but we don't see them widely implemented?

To answer this question, I pursued my PhD at the University of Groningen funded by a social housing association intended to transform 20,000 houses into energy-neutral homes. My research uncovered key insights into participatory design and the complexities of sustainability-driven innovation processes.

After my PhD, I pursued a postdoctoral research at Ivey Business School where I specialized on systems innovation through the inception of Innovation North, a learning lab that engaged corporations like Walmart and 3M to reinvent their innovation processes.

During my tenure as an Senior Innovation Scientist at TNO Vector, I led the acquisition of significant research grants and explored sustainable innovation challenges. Some of the most exciting projects I got to contribute to include Syn.ikia, Communitas, and the Acceleration Compass.

In January 2023, I was honored with the Unique Delft Technology Fellowship enabling me to work as Assistant Professor at TUD, where I teach and coordinate courses in future-proof innovation management. Next to this position I get to be in the Scientific Advisory Board of Brain Fuel, and continue to serve as an affiliated Senior Scientist at TNO trying to solve the puzzle of simultaneously innovate responsibly, taking the time to engage all societal levels, yet moving at an unprecedented speed. Because the climate crisis is now.

Research outputs

A Micro-foundational Paradox Approach to Political Polarization in Organizations

Keller, J., Greco, D. I. A., Danaj, E. & Shen, M., 17 Jul 2026, *Academy of Management*.

Beyond wickedness: an integrative review and conceptual synthesis of policy problem typologies

Lazo, C., Kerstens, A. & Greco, A., 2026, In: *Policy and Society*. 30 p., puag017.

Reusing for tomorrow: Essential prerequisites for circular and adaptable design in building reuse projects

Hamida, M. B., Remøy, H. T., Greco, A., Gruis, V. H. & van Laar, B. R., 2026, *Research Companion on Circularity, Deconstruction and Adaptability in Green Buildings*. Edward Elgar Publishing, p. 454-467 14 p.

Supporting organizational decision-making in building adaptation: a scenario-based multi-criteria analysis framework

van Laar, B., Greco, A., Remøy, H. & Gruis, V. H., 2026, In: *Smart and Sustainable Built Environment*. p. 1-28 28 p.

Beyond Experimentation: Temporary Use as a Social Circular Strategy

Mazzarella, C., Greco, A. & Remøy, H. T., 2025, *Proceedings of the Circular Building Sector Conference 2025 (CBSC2025)*. Kyrö, R. & Serrano, E. (eds.). Red Hook, NY: Curran Associates, p. 134-145 12 p.

Energy Transitions: Reconciling Conflicting Demands with a Paradox Perspective

Greco, A., 2025, *Adaptive Reuse for Housing*. Remøy, H., van Bortel, G., Heurkens, E. & van Venrooij, R. (eds.). Delft: BookRxiv, p. 217-228 12 p.

From vision to action: An integrative approach for circular adaptive reuse

van Laar, B. R., Hamida, M. B. & Greco, A., 2025, In: *Real Estate Research Quarterly*. 24, 1, p. 14-23 10 p.

How Innovation Intermediaries Enable Collective Action in Cross-Sector Partnerships

Kerstens, A., Greco, A. & Wamelink, J. W. F., 2025, (Accepted/In press) *Proceedings of the International Association for Business and Society (IABS) 2025 Conference*. Maastricht: International Association for Business and Society

Making Circular Strategies Work: Advancing an Adaptable Building Framework through Action Design Research

Hamida, M. B., Greco, A., Remøy, H. T., Gruis, V. H. & van Laar, B. R., 2025, In: *Systemic Practice and Action Research*. 38, 2, 31 p., 12.

Strategic Decision-Making in Uncertainty: Integrating Forward-Looking Scenario Planning and Multi-Criteria Analysis for Adaptive Reuse Projects

van Laar, B. R., Greco, A., Remøy, H. T. & Gruis, V. H., 2025, *Circular Building Sector Conference 2025 (CBSC 2025)*. Kyro, R. (ed.). Curran Associates, Inc., p. 63-74 12 p.

Towards desirable futures for the circular adaptive reuse of buildings: A participatory approach

van Laar, B. R., Greco, A., Remøy, H. T., Gruis, V. H. & Hamida, M. B., 2025, In: *Sustainable Cities and Society*. 122, 16 p., 106259.

Accelerating circularity systemically: Three directions for impactful research

Greco, A., van Laar, B., Remøy, H. & Gruis, V., 2024, In: *npj Urban Sustainability*. 4, 1, 3 p., 45.

Digital Twins & Sustainability: A Pathway to Building Energy Positive Districts

Greco, A. & Kerstens, A., 2024, In: *Amplify*. 37, 11, p. 24-31 8 p.

Energietransities: Verenigen van tegengestelde eisen met het paradoxperspectief

Greco, A., 2024, *Transformatie naar Woningen*. Remøy, H., van Bortel, G., Heurkens, E. & van Venrooij, R. (eds.). Delft: Delft University of Technology, Faculteit Bouwkunde, p. 219-230 12 p.

Exploring the Problem-Solution Space for Impact-Driven Collaborative Public-Private Innovation Networks

Berkers, F., Greco, A. & Kerstens, A., 2023, *Proceedings of Relating Systems Thinking and Design: RSD12*. Washington D.C.: Systemic Design Association, 8 p. (Relating Systems Thinking and Design Symposium Proceedings).

Fostering sustainability and entrepreneurship through action research: the role of value reciprocity and impact temporality
Greco, A., Nielsen, R. K. & Eikelenboom, M., 2023, *De Gruyter Handbook of Sustainable Entrepreneurship Research*. de Jong, G., Faber, N., Folmer, E., Long, T. & Ünal, B. (eds.). Walter de Gruyter, p. 45-62 27 p. (De Gruyter Handbooks in Business, Economics and Finance).

From Buildings to Communities: Exploring the Role of Financial Schemes for Sustainable Plus Energy Neighborhoods

Kerstens, A. & Greco, A., 2023, In: *Energies*. 16, 14, 18 p., 5453.

A Paradox Approach to Navigating the Tensions of Ethnographic Research

Greco, A. & Heucher, K., 2022, *Academy of Management*.

Cocreating Forward: How Researchers and Managers Can Address Problems Together

Sharma, G., Greco, A., Grewatsch, S. & Bansal, T., 2022, In: *Academy of Management Learning & Education*. 21, 3, p. 350-368 19 p.

Fostering deep renovation and unburdening homeowners through digital platforms

Greco, A. & Olivadese, R., 2022, *SBE22Delft - Innovations for the Urban Energy Transition : Preparing for the European Renovation Wave*. 1 ed. Institute of Physics Publishing, Vol. 1085. p. 1-6 6 p. (IOP Conference Series: Earth and Environmental Science; vol. 1085).

Innovating for Sustainability Through Collaborative Innovation Contests
Greco, A., Eikelenboom, M. & Long, T. B., 2022, In: Journal of Cleaner Production. 311, 9 p., 127628.

Scaling Innovations Through Collaborations

Greco, A., Raz, M. & Bansal, T., 2022, *Ivey Publishing*. p. 1-3 3 p.

Towards Sustainable Cities and Communities: Paradoxes of Inclusive Social Housing Strategies

Greco, A. & Long, T., 2022, *World Scientific Encyclopedia of Business Sustainability, Ethics and Entrepreneurship: Volume 1: Environmental and Social Entrepreneurship Volume 2: Sustainable Development Goals (SDGs) Volume 3: Spirituality, Entrepreneurship and Social Change*. World Scientific Publishing, Vol. 2. p. 113-135 23 p.

Identity reflexivity: A framework of heuristics for strategy change in hybrid organizations

Greco, A., Long, T. & de Jong, G., 2021, In: Management Decision. 59, 7, p. 1684-1705 22 p.

Organizational Hybridity

Mitzinneck, B. & Greco, A., 2021, In: Oxford Bibliographies.

The Freezing Effect of Sustainability Paradoxes and Conflicting Identities in Hybrid Organisations

Greco, A., Long, T. & de Jong, G., 2019, In: Academy of Management Proceedings. 2019, 1, 14881.

Organisational Inertia for Positive Social Change: Theory and Evidence from a Housing Association

Greco, A. & de Jong, G., 2018, In: Academy of Management Proceedings. 2018, 1, 12353.

Economic and Sensitivity Analysis of Net Zero Energy Refurbishment of Terraced Houses

Greco, A., Jonathan, T. & van den Dobbelsteen, A., 2017, *Conference Proceedings of World Sustainable Built Environment Conference 2017 Hong Kong*. Hong Kong: HKGBC, p. 1580-1585 6 p.

Stakeholders View on Commercial Benefits for Energy Neutral Refurbishment of Let Properties

Greco, A., Konstantinou, T., Schipper, R., Binnekamp, R., Gerritsen, E. & van den Dobbelsteen, A., 2017, *Conference Proceedings of World Sustainable Built Environment Conference 2017 Hong Kong: Track 6: Market Transformation & Green Building Management*. HKGBC, p. 1555-1560 6 p.

Business case study for the zero energy refurbishment of commercial buildings

Greco, A., Konstantinou, T., Schipper, H. R., Binnekamp, R., Gerritsen, E., de Graaf, R. & van den Dobbelsteen, A., 2016, *Expanding Boundaries: Systems Thinking in the Built Environment; Sustainable Built Environment (SBE) Regional Conference Zürich 2016*. Habert, G. & Schlueter, A. (eds.). Zürich: vdf Hochschulverlag AG, p. 334-339 6 p.

Economic factors for successful net-zero energy refurbishment of Dutch terraced houses

Greco, A., Jonathan, T., Bogers, B. & van den Dobbelsteen, A., 2016, *Expanding Boundaries: Systems Thinking in the Built Environment; Sustainable Built Environment (SBE) Regional Conference Zurich 2016*. Habert, G. & Schlueter, A. (eds.). Zürich: vdf Hochschulverlag AG, p. 596-600 5 p.

Activities

42nd EGOS Online Colloquium: Reframing Organizations in the More-than-Human Society

Greco, A. (Organiser)

9 Jul 2026 → 11 Jul 2026

No Sustainability Paradox Without Place: Grounding Paradox Management to Address Unintended Consequences

Greco, A. (Speaker)

25 Nov 2025

The Future We Fear: How Undesirable Futures Drive Responsiveness in Digital Sustainability

Greco, A. (Speaker)

25 Nov 2025

University of New South Wales

Greco, A. (Visiting researcher)

18 Sept 2025 → 18 Dec 2025

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Greco, A. (Speaker)

25 Jul 2025

Making Place for Paradox: Learning to Design with and for Complexity, not Despite It

Greco, A. (Speaker)

24 Jul 2025

An Architectural Perspective: Why Place Matters for Paradox Research

Greco, A. (Speaker)

3 Jul 2025 → 5 Jul 2025

Sustainable Horizons: Extending Temporal Attention to Unintended Consequences of Digital Sustainability.

Greco, A. (Speaker)

23 Jun 2025 → 29 Jun 2025

Corona Member PhD Defense

Greco, A. (Examiner)

27 Nov 2024

Relating Systems Thinking and Design Symposium

Greco, A. (Chair of programme committee), Kerstens, A. (Organiser) & Berkers, F. (Chair of programme committee)

6 Oct 2024 → 20 Oct 2024

Keynote: Problem Solved? Discriminating Problems by their Level of Complexity

Greco, A. (Speaker)

13 Sept 2024

Innovation North

Greco, A. (Visiting researcher)

16 Aug 2024 → 30 Oct 2024

Ivey Business School

Greco, A. (Visiting researcher)

1 Aug 2024 → 15 Oct 2024

Panel Discussion: Paradox Research of Time, Space, and Bodies

Greco, A. (Speaker), Berti, M. (Speaker) & Hahn, T. (Speaker)

4 Jul 2024

Differentiating problem typologies for responsible innovation orchestration strategies: Is there hope?

Greco, A. (Speaker)

3 Jul 2024 → 6 Jul 2024

When Sustainability Paradoxes Get Out of Hand: Towards a Theory of Unintended Consequences

Greco, A. (Speaker)

3 Jul 2024 → 6 Jul 2024

Speeding up the implementation of Net Zero Emission Buildings and Neighborhoods through targeted financial policies

Greco, A. (Keynote speaker)

13 Jun 2024

Getting to grips with system innovation: Are we in need of a re-conceptualization?

Greco, A. (Speaker)

5 Jun 2024 → 7 Jun 2024

EUSPRI 2024

Geurts, A. (Chair of programme committee), Greco, A. (Chair of programme committee) & van der Heijden, H. (Chair of programme committee)

4 Jun 2024 → 7 Jun 2024

Sustainable Horizons: Extending Temporal Attention to Unintended Consequences of Digital Sustainability

Greco, A. (Speaker)

31 May 2024

Referee PhD thesis Eugenio Muccio

Greco, A. (Examiner)

27 Apr 2024

Journal of Political Power (Journal)

Greco, A. (Editor)

31 Mar 2024

Panel Discussion: Keeping the human at the Centre of Digitalization in Industry

Greco, A. (Speaker)

27 Feb 2024

Panel: Handling paradox responsibly as a researcher

Greco, A. (Invited speaker)

6 Nov 2023

Paradox Research Education PracticeConference

Greco, A. (Organiser)

6 Nov 2023 → 8 Nov 2023

Paradox and its methodological underpinning: where we are and what is next.

Greco, A. (Chair of programme committee)

4 Aug 2023

Digital sustainability: A recipe for unintended consequences? The case of predictive digital twins for social housing

Kerstens, A. (Speaker), Greco, A. (Speaker) & Langley, D. J. (Speaker)

7 Jul 2023

On opening Pandora's boxes: The role of action research in revealing paradox

Greco, A. (Speaker)

6 Jul 2023 → 8 Jul 2023

Paradox Theory for Research in an Imperfect Society

Greco, A. (Organiser)

6 Jul 2022

BNO Noord: designer als afvalverwerker. The Unintended Consequences of Sustainable Design

Greco, A. (Speaker)

14 Mar 2019

The paradigm of balancing the triple bottom line in hybrid organisations

Greco, A. (Speaker) & de Jong, G. (Speaker)

5 Jul 2018

Should organisations strive for inertia to achieve positive social change?

Greco, A. (Speaker)

13 Jun 2018

Arctic Technology Centre (ARTEK) – Technical University of Denmark

Greco, A. (Visiting researcher)

Jul 2013 → Oct 2013