



STRATEGIZING, ACTIVITIES & PRACTICES INTEREST GROUP

OCTOBER 2019 NEWSLETTER

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Dear SAP Members

Welcome to the October edition of the SAP newsletter!

Looking ahead, we already focus our attention on the planning and coordination of our IG's program at the AOM 20202. We hope you contribute to our program by **submitting your paper & symposium proposals for the next annual meeting**. You will find more details on the road ahead from p.2 on.

Looking back, it feels as if the AOM meeting in Boston was just a moment ago. In this newsletter, you will find impressions from this conference, including reflections on our third successful **SAP Doctoral & Early Career Program** (from p. 6 on), and many **pictures** from our scholarly and social activities (p. 5). As our Outgoing Chair, we would like to **thank Sotirios** for all his work for the community (p. 13)!

We are very proud to announce **a new service for you again**: You can get tips and tricks from the recipients of the SAP awards on page 11!

In this issue we also included reflections on the this year's successful **SAP community day at EGOS** (p. 14) as well as **recent SAP and SAP-related publications** that might be of interest to you (p. 15).

Preparing for the future, this newsletter also provides you with a collection of announcements relevant for our SAP community: Please respond to Calls for Papers of our SAP-related tracks at the **SMS conference** (p. 16 and p. 17), **EURAM** (p.18), as well as for the SAP-related **sub-themes at EGOS** (from p. 19 on).

Lastly, we would like to invite you to let us know about your SAP research community for our SAP around the globe section (p.23). We will have a contribution for our next April edition—but which part of the world we will look at will stay a secret until next year.

We hope you enjoy the October edition of our newsletter!

Violetta Splitter
(violetta.splitter@business.uzh.ch)

INTRODUCING YOUR PROGRAM TEAM 2020



Interest Group Chair: Rajiv Nag



Chair-Elect: Virpi Sorsa



Program Chair: Katharina Dittrich



PDW Chair: Leonhard Dobusch

2020 SAP INTEREST GROUP PROGRAM: CALL FOR PROPOSALS

Katharina Dittrich, Program Chair

The Strategizing Activities and Practices (SAP) interest group invites intellectually bold and stimulating research for submission to the 80th Academy of Management's annual meeting 2020, held in Vancouver (Canada). Over the past few years, the SAP interest group has established an inclusive and diverse community that sheds light on the everyday practices and activities that constitute strategy work in the established and more contemporary organizations. Some of the key questions for the SAP interest group are what, when, why, and how organizational leaders carry out strategic work -and how this work matters.

The theme of AoM 2020 is “[20/20: Broadening our Sight](#)” and aims at addressing the most pressing challenges that our world faces (e.g., corruption, discrimination, climate change) by overcoming the dichotomies that characterize our academic work, such as micro or macro, qualitative or quantitative, knowledge creation or knowledge dissemination, research or teaching etc. The theoretical underpinnings of SAP research, such as various strands of practice theory, paradox and dialectics and other related theories, are ideally suited to overcoming such self-imposed dichotomies. Instead of creating conceptual and analytical oppositions, these approaches recognize the inherent relationship between elements that are often treated dichotomously. Practice theory and other related approaches can also help practitioners to overcome the dichotomies and paradoxes that they face in their efforts to address today's societal challenges, like social vs financial, long-term vs short-term, community vs individual and so forth. Finally, “Broadening our sight” also invites us to examine and theorize how organizations broaden their sight by engaging in various new practices of “open strategizing.” The thematic stance of AOM 2020 therefore, offers a particularly exciting opportunity to develop SAP research by both embracing dualities and paradoxes and broadening our sight of what strategizing can mean.



We encourage the submission of **conceptual and empirical studies as well as methodological reflections** that focus on the specific conference theme, works that address other issues within the general domain of the SAP Interest Group and those that explore the intersections of SAP with fellow divisions such as BPS, OMT, ODC, RM, TIM and MOC. We also warmly invite **symposia** that seek to change the conversation on existing scholarly approaches and develop new questions and ways of looking at phenomena. Keeping the importance of "Broadening our sight" in mind, we strongly encourage the submission of manuscripts that appeal to wider audience beyond the SAP community by building linkages with other divisions and interest groups.

The submission deadline for the 80th AOM Annual Meeting is **Tuesday, January 14, 2020 at 5:00 PM ET (NY Time)**. [Paper and symposia submissions](#) must be made through the AOM Submission System (opens early December 2019). Please carefully review all the submission information and formatting instructions especially before submitting symposia. The scholarly program takes place from Sunday, August 9 through Tuesday, August 11 (times vary).

Last but certainly not the least, allow us to emphasize that strong scholarship requires good reviews. Reviewing peers' works is a fundamental process through which knowledge advances in a community. If you are submitting to the SAP Interest Group this year, please also [consider reviewing for SAP](#)! For more information on Strategizing Activities and Practices, kindly please visit the [SAP Interest Group website](#).

Katharina Dittrich (saprogram.chair@gmail.com)

CALL FOR PDW SUBMISSIONS 2020

Leonhard Dobusch, PDW Chair

The Strategizing Activities and Practices (SAP) interest group invites creative and forward looking proposals for the professional development workshops (PDWs) to be held during the 2020 Academy of Management annual meeting in Vancouver (Canada).

Given that the SAP interest group investigates what people do when they take part in strategy-making – both within and across organizational boundaries - **SAP research may really help to broaden our sight**, as suggested by the [AoM 2020 theme](#). At the same time, however, living up to this potential also requires us to reflect on and critically revisit concepts and methods conventionally applied in SAP research. One way of doing so is to broaden our sight by engaging with both theories and topics connected to but not yet established in the realm of SAP research. For instance, we have recently observed intensified efforts to link practice theory with neo-institutionalism under the banner of practice-driven institutionalism. This and similar attempts of theoretical integration may not only offer new ways of capturing strategy but also provide links to studying phenomena such as new forms of (digital) organizing within and beyond organizational boundaries or addressing grand societal challenges from an SAP perspective. Methodologically, in turn, broadening our sight implies openness to new methods and their combination in mixed-method designs. Building upon such a reading of the AoM 2020 theme of “20/20 Broadening our Sight”, we specifically invite proposals for PDWs that go beyond previous perspectives on SAP research and teaching in terms of both themes and methods. Some possible themes include:

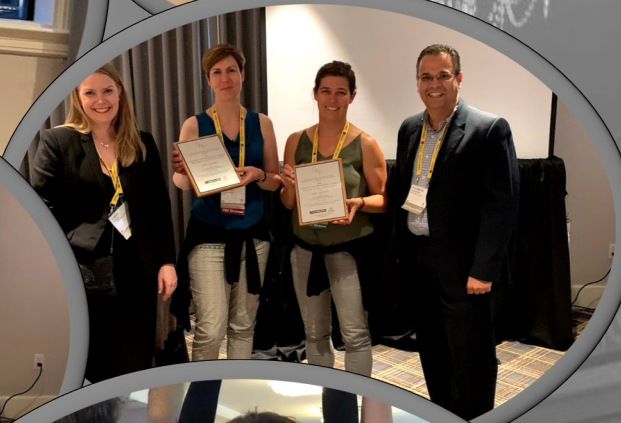


- Comparing, contrasting or integrating practice-based approaches to strategy-making with other theoretical concepts of strategy-related activities in and across organizational boundaries
- Exploring new empirical developments of digital strategizing that allow for integrating broader perspectives in organizational strategymaking
- Providing doctoral students and early career scholars with tools to navigate the changing academic environment

PDWs at AOM conferences offer a fertile platform for explorations outside the traditional presentation formats in the main conference. These workshops can take on various forms such as paper development sessions, career networking and development meeting, methodological bootcamps, group discussion sessions or even barcamp-style events. As such, ground for generative dialogues and collective knowledge creation and sharing, among the participants, is offered.

The PDW sessions will be held between **8:00am Friday, August 7th, and 8:00pm Saturday, August 8th 2019**. Keeping the theme of the “Broadening our Sight” in mind, we strongly **encourage PDWs that appeal to a wide range of audiences and themes beyond the SAP community by building linkages with other divisions and interest groups**. Please indicate potential co-sponsors in the submission document (e.g., OMT, BPS, ODC, MC, RM, TIM). The minimum duration of a PDW is 2 hours, but submitters are welcome to request a duration of 1.5 hours if they feel it would better serve the workshop, session flow, and attendee engagement. The 1.5 hour duration request must be documented in the uploaded proposal document itself at the time of submission and the PDW Chair will subsequently reduce the duration to 1.5 hours on the submitter’s behalf. The **deadlines for submission is Tuesday, January 14, 2020 at 5:00 PM ET (NY Time)**. **Submitters are strongly encouraged to discuss potential PDWs with SAP PDW chair, Leonhard Dobusch (Leonhard.Dobusch@uibk.ac.at).**

IMPRESSIONS FROM AOM 2019



HIGHLIGHTS FROM THE 4TH DOCTORAL & EARLY CAREER PROGRAM

Seray Ergene, Katelynn Sell, and Christina Wawarta

This year the SAP interest group organized the 4th Doctoral and Early Career Scholars program at the Academy of Management's Annual Meeting in Boston. The one-day program included three PDWs to assist junior scholars in advancing their research and academic career. Participants had an intense but rewarding experience with workshops provided insights about designing practice research, qualitative research analysis, and academic careers. We are excited to hear participants appreciation and feedback about the early career program, and would like to share with you some of their comments.



A special thanks to the PDW organizers, this year's patron Richard Whittington, our sponsors, and the entire interest group for the support and help we received leading up to Academy as well as throughout the program! We look forward to AOM 2020 for another stimulating program in Vancouver!

*A day full of surprises, learnings and
"Super Amiable People (SAP)"*



Anonymous Feedback:



"I really appreciate that the SAP community has initiated a dedicated program for Early Career Scholars. This is a huge investment but relevant to develop the community in the long-run. I also greatly enjoyed the mix of the PDWs and the opportunity to network with other early careers as well as established SAP scholars. Individual advice is also always appreciated and helpful! Getting the dinner for free, of course, also is a huge plus!!! Keep up the great work :) "

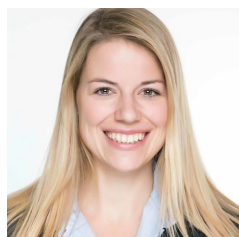
"Meeting like-minded researchers. For PhD researchers, this is definitely important. - Having opportunities to meet researchers whose interests are in other fields, which is equally important for PhD researchers – Inspiring"



Strategy as Practice
Study Group



REFLECTIONS ON THE 4TH DOCTORAL & EARLY CAREER PROGRAM: PART I



Renate Kratochvil

Before I arrived in Boston, I was already excited and happy to be starting my first ever Academy of Management (AOM) as part of the SAP Doctoral & Early Career Program. I had high expectations of it's proving to be the perfect start to a conference as large as the AOM, and I was right.

The day started with American coffee, a lovely goody bag (T-Shirt, sunglasses, sweets, etc.) and an official welcome by the **program patron Richard Whittington**. He shared with us his passion for SAP research, highlighting Open Strategy, and succeeded in enthusing us with the desire to wear the SAP T-Shirt.

The T-shirt is plain white and has the SAP's aims picked out in pink or blue.

I have kept the T-Shirt ready for those moments in early January when, during protracted writing sessions, I am likely to be in need of extra motivation.

1st PDW: Designing Practice Research in Strategic Change

The first part of the session contained highly relevant talks on empirical design, analysis and the building of trust with people, who are interviewed and observed. I'm currently collecting data and finding that conducting interviews and sitting in on meetings is not as easily achieved as one might hope. So it was useful to exchange experiences with peers and, during short keynotes speeches by Chahrazad Abdallah, Katharina Dittrich, Loizos Heracleous and Linda Rouleau, to get encouragement and ideas as to tactics for building trust and getting access.

The second part consisted of round table discussions: I did not have a complete paper ready, having instead brought research questions and preliminary findings with me. I was happy to have the opportunity to discuss the draft manuscript with, among others, Vern Glaser; he provided me with some great ideas as to how to sharpen my focus and view findings in a variety of lights.

Takeaway: Early on in the process, talk to other researchers about the questions that keep you awake at night (research question, coding, etc.). They will almost certainly have interesting new perspectives and ideas on the research topic.

2nd PDW: Succeeding in the International Academic Job Market

Moving to a new place: I was pleased to have the chance to take part in a round table discussion (headed by Katharina Dittrich) on moving to a new place. We talked about how, in the beginning, you often feel overwhelmed, as well as the fact that other people tend to be very interested in you, which of course shows that you are welcome. But, this also takes time ... a resource that in the beginning is precious and usually needed to prepare new courses, find a flat and settle in.

Takeaway: Enjoy the feeling of being welcomed, connect with as many people as possible and use the short span of time when you are still new to **just boldly** approach everyone ... regardless of function, hierarchy, topic area.

REFLECTIONS ON THE 4TH DOCTORAL & EARLY CAREER PROGRAM: PART II

3rd PDW: Qualitative Analysis Bootcamp; Get interested in new methods for analyzing data

Arriving at the Qualitative Analysis Bootcamp I felt like an SAP VIP. Being in the SAP PDW enabled us to jump the queue of people waiting to get a spot and a chair. I was at a round table with Gail Fairhurst. She walked us step-by-step through how to analyze tensions using discourse analysis and had some short exercises prepared for us. We were so interested that we forgot to take a break.

Renate Kratochvil

Takeaway: Look at how others code their data. As data collection progresses, different methods might unexpectedly become relevant.

The famous SAP dinner

After our last session, we went to the famous SAP dinner at a charming Italian restaurant. The day as a whole, rounded off by a fantastic evening with amusing talks and a delicious desert, made me look forward very much to returning to the AOM in Vancouver in 2021.

I was happy that I attended the SAP PDW as a start into the AOM. Through the following four days of the conference, I bumped into and met up with quite a few peers from the SAP PDW. I hope to meet many of these Super Amiable People again.

Thank you Seray Ergene, Katelynn Sell and Christina Wawarta for organizing and coordinating this wonderful day.



Madalina Pop

“The ECP is a great boot camp into SAP, whether one is a novice or already embedded in the field. The day featured a balanced mix of sessions ranging from networking and career talks to methods and upcoming themes in the field. In a cozy and fun atmosphere, ECP created the time, space and set-up in which I could approach established scholars with questions and discuss challenges with peers, while developing my skills and knowledge at the same time. All the food, T-shirts, drinks and fun combined with the professional and passionate focus towards high quality SAP research of everyone involved made me feel like a spoilt member of a close-knit community.”

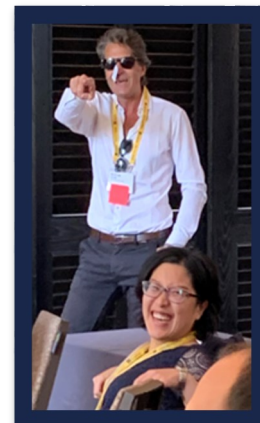
SAP— EAP MEET & GREET

Christina Wawarta, Vern Glaser (SAP), Anna Jenkins, Neil Thompson (EAP)

Once upon a time on an early Sunday morning in Boston...

Indeed, we could have started this article with the typical fairytale introduction because it was just fantastic to see **50 scholars from the Strategy-as-Practice (SAP) and the Entrepreneurship-as-Practice (EAP) communities** come together at 8am on Sunday morning of AOM 2019.

After a brief introduction of both communities by David Seidl (SAP) and Neil Thompson (EAP), which even surfaced unknown comedian talents (see picture to the right), informal conversations about projects, research agendas, and potential avenues for future collaboration took place.



... a wonderful way for scholars to engage informally across communities

Each roundtable contained well-known senior scholars from both communities, like **Paul Spee, Curtis LeBaron, Richard Whittington & David Seidl** from SAP as well as **Bill Gartner, Neil Thompson & Anna Jenkins** from EAP. **Thanks to these fantastic facilitators, our kind sponsors from UQ and the SAP IG, and all participants** for making this event such a fantastic success!



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OUR AWARD WINNERS — AOM 2019

SAP Best Paper Award

CEO's Temporal Strategies to Pacify Warring Coalitions

Author: Saouré Kouamé, Telfer School of Management, University of Ottawa



SAP Best Student Paper Award

Protecting 'Monsters': How Complicity Eco-Systems Facilitate Wrongdoing in Organizations

Author: Jane Le, WHU - Otto Beisheim School of Management

Author: Fannie Couture, University of Sydney Business School

SAP Best Practice-Oriented Paper Award

Spaces and Strategy Work in Inter-organizational Collaborations

Author: Madalina Pop, Aarhus Business School, Aarhus University

Author: Ingo Kleindienst, Aarhus Business School, Aarhus University



SAP Pushing the Boundary Award

Innovating through Experiments: The Epistemic Nature of Experimenting in Practice

Author: Meri Jalonen, Aalto University School of Business

Author: Kathrin Sele, Aalto University School of Business



Best Reviewer Awardees

Rebecca Bednarek, Victoria Business School; **Konstantinos Chalkias**, Birkbeck University of London; **Lisa Day**, University of Liverpool; **Leonhard Dobusch**, University of Innsbruck; **Jean-Pascal Gond**, Cass Business School, City University of London; **Sergejs Groskovs**, Copenhagen Business School; **Maximilian Heimstädt**, Witten/Herdecke University; **Kari Jalonen**, Aalto University; **Paula Jarzabkowski**, Cass Business School, City University of London; **Rouven Kanitz**, LMU Munich; **Jane Lê**, WHU - Otto Beisheim School of Management; **Georg Loscher**, Bundeswehr University Munich; **Igor Pyrko**, Aston Business School; **Sara Elias**, Victoria Business School; **Anne Smith**, University of Tennessee; **Peter Smith**, University of Auckland; **Sunny Xu**, University of Copenhagen; **Wenyao (Will) Zhao**, Lakehead University

Thank you

INTERVIEWS WITH RECIPIENTS OF SAP AWARDS

Georg Reischauer, Social Media Chair

From 2019 onwards, the SAP website will feature interviews with the recipients of SAP awards. These interviews provide “behind the sciences”-insights on what makes groundbreaking SAP research.

At the Annual Academy of Management Meeting, SAP recognizes outstanding papers in four categories. The “Best Paper Award” recognizes excellent papers that advance our knowledge and understanding of strategy as something people do and not just something organizations have. The “Best Student Paper Award” is given to papers involving students as authors that pursue this vision. The “Best Practice Oriented Paper Award” reflects SAP’s ambition to conduct research with impact. These papers are reviewed by practitioners as well as full-time academics. To recognize papers that presents an innovative and novel idea that challenges taken-for-granted assumptions and makes an original argument, SAP since 2016 also awards the “Pushing the Boundary Award”.



The winner of the SAP’s Best Paper Award in 2019 is Saouré Kouamé (University of Ottawa) with the paper “CEO’s Temporal Strategies to Pacify Warring Coalitions.” [Read the Interview here](#)

The winners of the SAP’s Best Student Paper Award in 2019 are Jane Lê (WHU - Otto Beisheim School of Management) and Fannie Couture (University of Sydney Business School) with their paper “Protecting ‘Monsters’: How Complicity Eco-Systems Facilitate Wrongdoing in Organizations”. The paper also received the Carolyn Dexter Award for Best International Paper that is presented to the annual meeting paper that best meets objective of internationalizing the Academy. [Read the Interview here](#)



The winner of the SAP’s Pushing the Boundary Award in 2019 are Meri Jalonon (Aalto University) and Kathrin Sele (Aalto University) with their paper “Innovating through Experiments: The Epistemic Nature of Experimenting in Practice”. [Read the Interview here](#)

The winners of the SAP’s Best Practice Oriented Paper Award in 2019 are Madalina Pop (Aarhus University) and Ingo Kleindienst (Aarhus University) with their paper “Spaces and Strategy Work in Inter-organizational Collaborations”. [Read the interview here](#)

WE WOULD LIKE TO THANK OUR SPONSORS FOR THEIR SUPPORT OF THE SAP AOM PROGRAM 2019



**University of
Zurich** ^{UZH}



Strategy as Practice
Study Group



WARWICK BUSINESS SCHOOL
THE UNIVERSITY OF WARWICK



UNIVERSITY OF
LIVERPOOL

Management
School

THANK YOU TO OUTGOING CHAIR, SOTIRIOS PAROUTIS

Rajiv Nag, IG Chair

In all frankness, the words “thank you” are hardly enough to express the deep appreciation and gratitude that the entire SAP community owes to Professor Sotirios Paroutis for the yeoman service and leadership that he has provided over the years. Without his calming presence and steadfast guidance, managing the affairs and activities of the SAP IG would have been a much harder task.

Sotirios is, has been, and will continue to be a “Parthenonian Pillar” that supports the growth and development of our community.

Among his many qualities, the one that in my opinion stands out most is his remarkable proclivity to “lead by doing” - in a lot of ways manifesting the importance of “praxis” - that we in the SAP community value so much as a conceptual and empirical lens in our research and scholarship. Despite his heavy time commitments as a scholar, teacher, administrator, family man, and friend, Sotirios is “always there” to manage, actuate, and catalyze the next set of actions for the SAP IG, as soon as the previous ones have been accomplished.



At a personal level, I shall remain ever indebted to Sotirios for his astute and timely guidance and help when I needed them the most during my prior stints as the SAP IG PDW chair, the program chair, and now the in-coming division/IG chair. I know that I can and will count on his support and wisdom in the coming year as chair of our IG.

It is also my hope that the entire SAP community will engage in a collective endeavor to propel Sotirios towards leadership roles in the broader academy. The need to have selfless leaders with a combination of deep expertise and broad, global presence is long overdue at the upper echelons in the AoM. We need leaders like Sotirios to shepherd the academy towards

newer, more inclusive pathways in foreseeable future.

Sotirios, thanks for doing what you do and being who you are. You inspire us all and lend meaning to what we do for our IG. Individuals like you are rare and we are so very fortunate to have you in our midst at the SAP IG.

REFLECTIONS ON THE SAP COMMUNITY DAY 2019 @EGOS

Georg Reischauer, Jeannie Holstein, Max Heimstädt & Theresa Langenmayr

The SAP Community Day is a pre-colloquium PDW at EGOS. It aims to bring together early career and senior scholars interested in the process and practice of strategy-making and to inspire future (collaborative) research projects. At EGOS 2019 in Edinburgh, the Community Day took place for the fifth time. As the organizing team, we (Georg Reischauer, Jeannie Holstein, Maximilian Heimstädt, and Theresa Gebauer) decided on “digitalization” as the topic of this year’s workshop.

Continuing in the reflexive tradition of the SAP Community Day, we designed the

workshop in a way that

allowed for discussions on digitalization as a research phenomenon, as well as condition that (potentially) changes the way we do SAP research. The program of the workshop consisted of two parts and attracted more than 50 participants.

PART I started with a panel discussion that brought together ‘digitalization scholars’ from outside the immediate SAP community. Our panelists were François-Xavier de Vaujany (Université Paris-Dauphine), Stella Pachidi (University of Cambridge), Iain Munro (Newcastle University), and Armin Beverungen (University of Siegen). The

second panel addressed “Open Science” as a new research paradigm that has emerged.

PART II featured two paper development roundtable sessions. As a proven cornerstone from recent SAP Community Days, participants received feedback to improve their empirical or conceptual work from leading SAP scholars. As organizers, we were very grateful to have with us as roundtable hosts Julia Balogun (University of Liverpool), Leonhard Dobusch (University of Innsbruck), Paula Jarzabkowski (Cass Business School), Ann Langley (HEC Montréal) and David Seidl (University of Zurich). The SAP Community day closed with a reception that further nurtured SAP’s community spirit and enabled to meet new and old friends.

The Community Day was a really well attended and well-received event. Its success is however dependent on the goodwill of the broader SAP community for which we continue to be grateful. We have also ‘appointed’ the new Committee for Hamburg 2020 and we’re looking forward to another inspirational day!



RECENT SAP AND SAP RELATED PUBLICATIONS

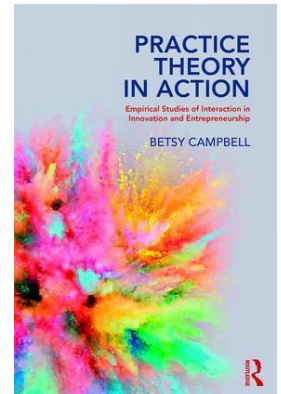
Author	Title	Outlet	Link
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Campell, Betsy

Practice Theory in Action—
Empirical Studies of Interaction
in Innovation and Entrepreneur-
rship

, -

[Book description](#)



Knight, Eric
Paroutis,
Sotirios

How visual methods can enhance our understanding of strategy and management

Research Methodology in Strategy and Management

[Book description](#)



Oliver, David
Cole, Benjamin

The interplay of product and process in skunkworks identity work: An inductive model

SMJ

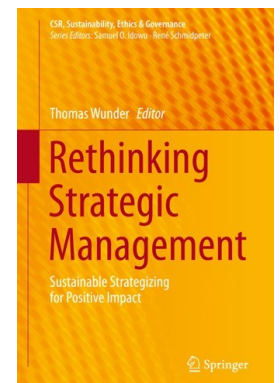
[Abstract](#)

Wunder, Thomas

Rethinking Strategic Management—Sustainable Strategizing for positive Impact

-

[Book preview](#)



CALL FOR PROPOSALS: STRATEGY PRACTICE TRACK, SMS 2020



Track Chair: Eric Knight,
University of Sydney

The Strategy Practice Interest Group is interested in how strategy making is enabled and constrained within organizations. Here, the focus is not only strategy actors, but also the actions and activities they undertake to “do” strategy. This perspective offers a powerful way to make sense of the growing digital disruption facing organizations. Digital technologies not only have the potential to change what strategy actors do, but also what they choose not to do, and the implications this has on strategic influence. We encourage submissions that contribute methodologically and/or theoretically to improve our understanding of strategy making in the moment. How do digital technologies get used in strategizing? How do these technologies shape actors’ perceptions of their environment? How are new advancements in artificial intelligence and robotics changing what it means to be a strategist? We seek contributions that not only advance scholarship, but also have the potential to impact real-world outcomes, for example, through enhanced managerial practice.

Deadline for Proposals: February 21, 2020

Link for Submission:

<https://www.strategicmanagement.net/london/overview/overview>



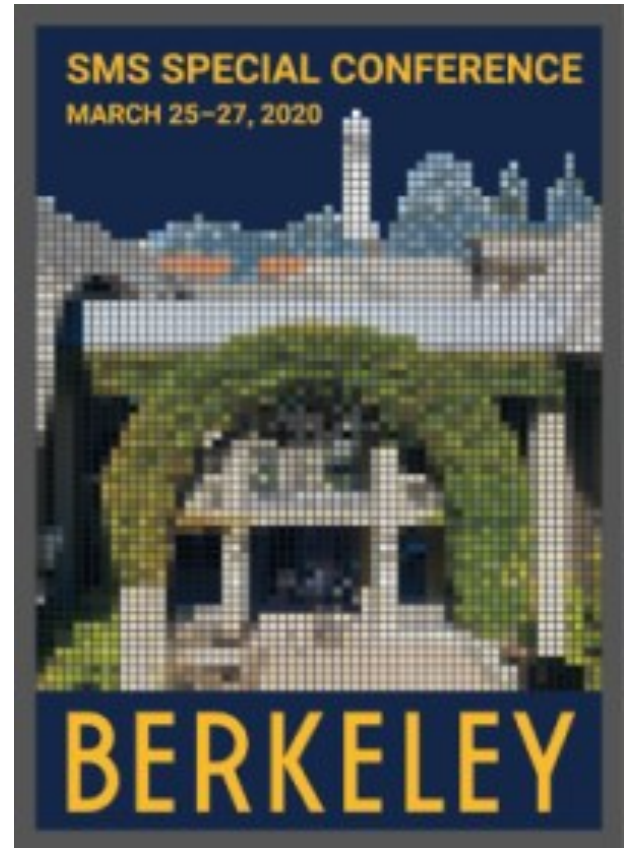
SMS SPECIAL CONFERENCE AT BERKELEY

The Strategy Practice IG from the Strategic Management Society is co-organizing a Special Conference at Berkeley in March 2020 focused on **DESIGNING THE FUTURE: STRATEGY, TECHNOLOGY, AND SOCIETY IN THE 4TH INDUSTRIAL REVOLUTION.**

We are excited to share that we received a very high number of submissions to *Track A: Thinking Strategy, Design, and Technology: Designing Sustainable Advantages* and *Track B: Open, Crowd, and Participatory Strategy: Strategy, Technology and Power.*

Both tracks might be of special interest for SaP community members. These tracks are interested in emerging topics pertinent to the practice view on strategy such as role of materiality, technological affordances and visual artefacts for strategy practice as well as importance of inclusivity and transparency for strategic engagement with grand social challenges and disruptive changes.

We are looking forward to reading through the proposals and to welcome many members of the SaP community at the Special Conference in Berkeley next spring.



<https://www.strategicmanagement.net/berkeley/overview/overview>

Organizers:

Julia Hautz
Krsto Pandza



SAP @ EURAM: STRATEGIC PROCESSES AND PRACTICES

Proponents:

Aura Parmentier Cajaiba, Université Côte d'Azur

Isabelle Bouty, Université Paris Dauphine

Tamim Elbasha, Audencia Business School



Strategy process refers to the flow of actions and events by which firms' strategy unfolds. It comprises the organizational activities related to strategy formation, implementation and management of strategic issues. (Ansoff, 1980; Dutton, Fahey, & Narayanan, 1983; Floyd & Wooldridge, 2000; Lechner & Floyd, 2012). Since Mintzberg and Waters' (1985) article, "emergent strategy" gained momentum however research remains scarce (Carter, Clegg, & Kornberger, 2008). Chia & Holt (2006, 2009) furthered it with the dwelling-based perspective that invites to conceptualize strategy as relationally co-constructed in situ by organizational members, as-well-as acknowledging the unexpectedness of strategy outcomes.

This calls to rethink strategy as an ongoing flow in which formation and implementation are intertwined. In this perspective we aim at bringing together socio-organizational and individual levels of analysis to advance our understanding of strategy in the making. Organizational dynamic is endogenous per se (Hernes 2014; Tsoukas & Chia, 2002), enacted through every day actions (Chia, 2004; Chia & Holt, 2006), understanding the doing of strategy (Vaara & Whittington, 2012) therefore implies bringing back the concept of agency (Emirbayer and Mische, 1998), and focusing on what people do. Hence to show a wide range of actors and practices (Mantere, 2007; Regnér, 2003, Rouleau, 2005).

This perspective pushes us to revise strategic management theories and to reconsider how to conceptualize sustainable performance in a world struggling with ecological, social and political crisis. Following the topic of Euram 2020 'The Business of Now: the future starts here', and consistent with Tsoukas and Chia's (2002) call to delve into organizational processes, alternative methods such as participant-observation, ethnography, video-ethnography, discourse analysis, and engaged research (Hodgkinson & Rousseau, 2009; Van de Ven, 2007) are welcomed. We also value research based on alternative epistemologies such as design sciences (Romme et al., 2015), dwelling worldview (Chia & Rasche, 2015), or pragmatist perspective (Lorino 2018, Avenier, 2010; Bouty, Gomez, & Chia, 2017) to elaborate both relevant and rigorous knowledge (Avenier & Parmentier Cajaiba, 2012).

Such alternatives can enhance theorizations in Strategy. We invite papers that tackles the following themes:

1. Roles and actions of mundane activities and divers kind of actors within strategic processes.
2. How and when specific artifacts are carrier of strategic practices?
3. The co-creation of strategic knowledge and practices between organizational domains.
4. Widening strategy literature with different practice lenses.
5. Use of occupational knowledge and practices that stimulate strategy emergence.
6. Interactions of deliberate and emergent strategies in the doing of strategy.

The Strategic Management Page where the call is downloadable is the following :

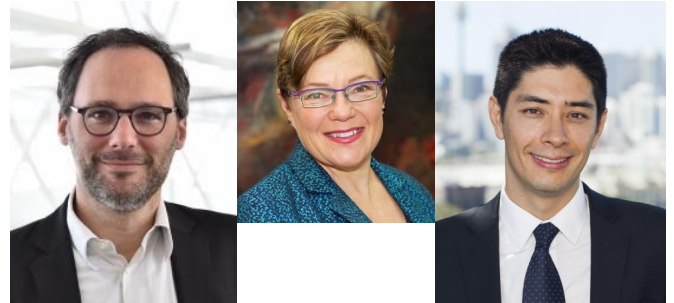
<http://www.euramonline.org/programme2020/strategic-interest-groups/sig-13-strategic-management-sm.html>

EGOS 2020 SUB-THEME: ORGANIZATIONAL PARADOX

Tobias Hahn, ESADE Business School, Spain
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Modern societies are besieged with grand challenges such as climate change, poverty alleviation, migration, digital transformations, gender inequality, and societal resilience (George, Howard-Grenville, Joshi, & Tihanyi, 2016). Addressing grand challenges requires collective and collaborative action in which organizations play a crucial role. As change has been identified as a driver that renders paradoxical tensions salient (Smith & Lewis, 2011), grand challenges and societal changes spur a myriad of organizational paradoxes in that they confront organizations with contradictory, yet interdependent elements and demands that persist over time

(Putnam, Fairhurst, & Banghart, 2016; Schad, Lewis, Raisch, & Smith, 2016). These paradoxes not only center around tensions between stability and change (Farjoun, 2010), but also refer to temporal tensions between the short term and the long term (Slawinski & Bansal, 2015), tensions around scale and space (Bowen, Bansal, & Slawinski, 2018) and tensions between different outcomes in economic, environmental, and social domains (Hahn, Pinkse, Preuss, & Figge, 2015).

Paradox theory and the study of paradoxical tensions can offer novel insights into the dynamics of societal transformations and organizations. A practice perspective on the tensions that stem from the changes driven by these dynamics suggests that actors construct and enact tensions as they respond to them (Jarzabkowski, Lê, & Van de Ven, 2013; Knight & Paroutis, 2017). This has repercussions for the way organizations engage in collective and collaborative efforts to address grand challenges (Ferraro, Etzion, & Gehman, 2015). Societal transformations are systemic and boundary spanning which gives rise to nested and interwoven tensions, whereby one set of tensions can inform, challenge, and create other tensions across different levels of analysis (Sheep, Fairhurst, & Khazanchi, 2017; Smith, Erez, Jarvenpaa, Lewis, & Tracey, 2017). As recent research has highlighted, paradox theory offers a fruitful lens to study the interactions and tensions of organizations with overarching social and natural systems (Schad & Bansal, in press). At the same time, change and transformations can be disruptive and threatening and result in debilitating tensions, which highlights a dark side of organizational paradox (van Bommel & Spicer, 2017).

In this subtheme, we welcome submissions that address paradoxes, tensions, dualities, and dialectics that explore contradicting, yet interdependent elements. In particular, we look for scholarly work on paradoxes and tensions at the interface between the organization and wider societal and/or natural systems and research on how organizations and organizational actors are affected by and respond to paradoxical tensions that arise from societal transformations.

EGOS 2020 SUB-THEME: ORGANIZING INNOVATION AND ENTREPRENEURSHIP



Convenors :

Georg Reischauer

Henri Schildt

Elke Schüßler

We may be living through a golden age of **organizational innovation**. While DiMaggio and Powell famously asked in 1983 “why there is such startling homogeneity of organizational forms and practices” (p. 148), the world has clearly changed. Social enterprises and for-profit companies alike are experimenting with new forms and practices of organizing. “Hashtag movements” such as #metoo and #blacklivesmatter exist without formal leadership or structures (Heimans & Timms, 2018). General Motors and IBM have relocated some of their creative teams from corporate campuses to WeWork co-working spaces to facilitate informal interaction. Some organizations, such as Zappos, have tried to remove formal hierarchy altogether in revived attempts to remove traditional hierarchies (Lee & Edmondson, 2017). These new forms of organizing result in part from a ‘push’ provided by new digital technologies that facilitate collaboration across organizational boundaries (Yoo et al., 2012) and in part from a ‘pull’ for greater agility, innovativeness, entrepreneurialism, connectedness and the ability to address complex and systemic challenges. New forms and practices of organizing may thus be necessary for us to be able to address the ‘grand challenges’ of our time that require the development of coordinating architectures and enable multilevel action (George et al., 2016).

These new forms are complemented with new **organizing practices**. One prominent set of practices relates to the orchestration of actors with limited formal authority or traditional incentives (Giudici et al., 2017; Paquin & Howard-Grenville, 2013). Post-bureaucratic organizations require new coordination mechanisms, such as ‘trading zones’ where professionals from different disciplinary backgrounds can interact (Kellogg et al., 2006). With increasing precariousness, individuals and organizations must develop practices to cope with emotional strain and lack of stable organizational identification (Petriglieri et al., 2019). Non-bureaucratic forms may also require specific practices that facilitate incomplete behavior (Garud et al., 2008) and foster collaboration (Gulati et al., 2012) to support innovation. Interstitial and playful spaces are established as sites for experimentations with new practices on organizational and field levels (Furnari, 2014; Hjorth et al., 2018).

For further information, please follow this [link](#)

EGOS 2020 SUB-THEME: CHERRY PICKING SUSTAINABILITY ACTION?

Evolving environmental, societal and market trends, along with more sudden system jolts, are shaping corporate sustainability action across micro, meso and macro levels. Yet, no matter how laudable many corporate initiatives seem, corporate action comes closer to a smart process of cherry picking perceived salient issues and tensions (i.e., focus on one tension without consideration of, or at the expense of others) instead of seeking integral solutions to pressing sustainability problems. Cherry picking risks undermining the success of global action, furthering the inequality that is already present within the context of sustainability. The challenge exists in establishing an equitable commitment and developing a reliable research approach to address the scope, scale and interdependency of the issues covered under the banner of sustainability.

This sub-theme aims to further discuss how we can better understand tensions in corporate sustainability theoretically.

Whilst research is evolving within individual (micro), firm (meso) and systemic (macro) levels, much has been done in isolation, failing to explicitly interrogate and address the tensions that exist across levels, and that can occur at different points in time and at different social and physical locations. Understanding interactions is integral to comprehensively evaluate the potential to achieve progress on grand challenges. The degree to which a key frame comes to dominate in a firm may transcend organizational boundaries to impact sectorial and potentially national agendas on sustainability. This culmination of 'cherry picking' dominant challenges can be interpreted as acting against the ethos of sustainability itself and should be brought into focus in the evaluation of corporate actions.

To that end, we have identified several promising pathways of research for contributions in this sub-theme:

- What tensions exist within and between micro, meso and macro scales in achieving the grand challenges and how can they be understood theoretically?
- Which key areas of theory offer the greatest potential to meet the challenges presented by tensions that exist across levels?
- How can the tensions between change processes and different organizational responses be resolved in planning for grand challenges?
- How can corporate strategy shape the management of tensions?
- How do organizations manage tensions when they involve different performance metrics, e.g. improved water quality vs increased product costs?
- What role can key parties play in managing tensions to achieve grand challenges (e.g. NGOs; consumer groups; consulting firms; governments; businesses)?
- What causes new tensions to emerge or evolve over time? How can organizations plan for these?
- How do organizations manage tensions that occur in different temporal and spatial contexts in which they operate?

Convenors:



Belinda Wade



Samuel Tang



Jonatan Pinkse

EGOS 2020 SUB-THEME: ROUTINE DYNAMICS AND GRAND CHALLENGES

Convenors:

Martha S. Feldman -- University of California, Irvine, USA

Claus Rerup -- Frankfurt School of Finance and Management, Germany

Kathrin Sele -- Aalto University School of Business, Finland



Over the past 20 years, organizational routines have increasingly been studied as emergent and generative processes. Building on Feldman and Pentland's (2003) work, scholars have traced the co-constituting parts of routines, namely their performative and ostensive aspects, to understand how routines are reproduced and changed as people enact them. Understanding routines as practices has not only drawn our attention to the performativity/generativity of seemingly mundane action patterns, but has helped us to see how everyday actions influence large phenomena such as strategies (Kaplan & Orlikowski, 2013), schemata (Rerup & Feldman, 2011), or healthcare provision (Nicolini, 2010). Moreover, the study of practices has increasingly demonstrated that what happens on a daily basis in organizations and society have profound effects on outcomes that are significant in scope (Bourdieu, 1984; Feldman & Orlikowski, 2011; Gherardi, 2006). Clearly, routines are no longer seen as "things" or a source of inertia, but as dynamic and consequential in nature (Feldman et al., 2016).

By grand challenges we refer to phenomena (Ferraro et al., 2015; George, Howard-Grenville et al., 2016) that focus collective attention and effort on solving specific problems, including education, health care, housing, fighting specific diseases such as cancer; dealing with climate change and environmental resilience; ensuring the availability of food and water, information distortion; political instability; poverty and inequality; human trafficking; etc. Grand challenges stretch across contextual boundaries (e.g., social, economic, environmental, and technological) and actors (individuals, social movements, NGOs, governments, organizations) and their solutions require orchestrating people, resources and actions into patterns. Building on these ideas, we can see that routine dynamics are relevant both to the production and resolution of grand challenges (Eberhard et al., 2019; Danner-Schröder & Geiger, 2016). At the same time, studying grand challenges will enable us to explore issues we have identified as central to routine dynamics such as how we coordinate multiple routines and how connections among routines create stability and change (Feldman et al., 2016; Kremser & Schreyögg, 2016). Grand challenges also naturally raise issues about replication as routines are enacted in different places and time (past, present and future) by different people (D'Adderio, 2014; Sele & Grand, 2016).

In line with the growing interest in connecting local and global phenomena, this sub-theme seeks papers that explore the connections between routine dynamics and global phenomena. We encourage empirical papers with a variety of different theoretical lenses and methodological approaches. You can find more information, including guidelines for short paper submissions, on the EGOS website:

https://www.egosnet.org/2020/hamburg/CALL_for_Short_Papers

SAP AROUND THE GLOBE: RESEARCH HUB ACTIVITIES

Karen Stander, UNISA and Charmaine Williamson, SAP Interest Group and UNISA

South Africa has established a research hub for SAP which has been reported on in previous newsletters. The concept of a research hub is to open up collaborative and consolidated research on SAP across a region. While the research hub is still largely informal in South Africa, events that bring a critical mass of universities and scholars together are an important convening realization of the hub's intentions. A central event was the visit of Prof Richard Whittington to South Africa, during the week of 18 to 25 March 2019. Richard is currently a member of faculty at the Saïd Business School of the University of Oxford. He has published numerous research articles in the in leading journals including: Academy of Management Annals, Organization Studies, Strategic Management Journal and the Long Range Planning. Moreover, he published the first paper on Strategy-as-Practice (S-as-P) in Long Range Planning in 1996.



Charmaine Williamson

As invited by Dr Charmaine Williamson, convener of the SAP Hub and Academic Associate of University of South Africa (UNISA), and supported by the UNISA Department of Business Management, Richard's visit to South Africa inspired the SAP scholarly community of South Africa. The Department of Business Management, UNISA has a very successful S-as-P research focus area and has a useful network with other SAP scholars in South Africa. The S-as-P research focus area, at UNISA, has had numerous successes in the recent years: to date, the research focus area delivered four Doctoral degrees, six Master's degrees – four with distinction and two are currently under examination. Richard's visit was therefore very well received.



Karen Stander

Richard's visit kicked off with a SAP Research Symposium, held on the 19th of March. The turn out to this workshop was extensive, with scholars from various departments of UNISA, the University of Johannesburg and University of Pretoria in attendance. Overall, Richard's trip to South Africa can be seen as a research starter. He urged all who are willing to listen, to investigate, whether Harvard or Oxford's two-by-two strategy frameworks, are really what we need to use when strategizing in Africa? The event also gave impetus to the necessity to host events for deepening the relationships within an emerging research hub.

*We offer this article under the SAP around the Globe feature. The inclusion of this feature in the Newsletter was inspired by the growing interest and traction in SAP that has developed from SAP's early scholarship in the 1990's which had its focal points within the Global North. Since the feature opened, we have had contributions from South Africa, India and Columbia, clearly showing how SAP scholarship is taking off in the Global South and emerging economy contexts. This has confirmed the SAP Academy of Management Interest Group encouragement of diversity within its strategies and epistemic communities, already recognized by the Academy of Management's **Best Practice in Diversity and Inclusion Award, in Atlanta, in 2017.***

We hope to continue to include the many voices, perspectives, countries and communities in the Newsletter. We therefore warmly invite you to submit an article for the "SAP around the Globe feature" so that we might continue to appreciate the respective situated contexts and also the universal appeal of SAP 's scholarship.



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