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## STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

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### JULY 2021 NEWSLETTER

Dear SAP Members and Friends,

#### Inside this Issue

AOM 2021 - Important Information for Participants	2
AOM 2021 - SAP AOM Program	3-4
AOM 2021 - Program Highlights	5-18
SAP IG's Election Results 2021	19-20
News from the Social Media Team	21
SAP Reading Club	22
Recent Publications	23
SAP @ EGOS	24-25
SAP @ SMS	26-27
SAP Research during COVID	28-30
SAP around the Globe: Brazil	31

This year is another special one for all of us and we hope that you are well and still in good spirit despite the circumstances that we have to contend with. In light of these we embark on our journey towards our second virtual SAP AOM Meeting and we very much look forward to you joining us! The virtual format offers many advantages: Participants will have the opportunity to experience more of our program without the scheduling conflicts and time constraints of an analogue conference. Thus, you can contribute to and attend more sessions, access more content, and find new opportunities to network with your peers. In addition, all session information can be viewed at any time during the virtual meeting and will remain available through 31 October 2021! **We have put together the most important information on the virtual format for you on p. 2.**

Our executive committee and many volunteers are working to organize a fantastic array of SAP scholarship and activities that will make this virtual AOM as memorable as always for all involved. **From p. 3 onward, you can check out the SAP IG virtual program.** Besides our traditional events, such as the **Early-Career Program (p. 5)**, this year's **keynote on the IG's ten-year anniversary (p. 15)**, and our symposia (pp. 6-7), PDWs (pp. 8-14) and paper sessions, it also includes some successful informal formats, such as the **virtual cafés (p. 16)** to connect with other SAP scholars in your region. We hope that you like the program that we have set up for you and would like to thank you for your support of our second-ever virtual SAP program!

**On pages 19-20, you will find the winners of this year's election** – thank you for your votes and welcome to the new leaders of our SAP family! On p. 21 **our social media team has some news for you** and asks you to contribute to the various social media activities to promote you and your work. We are very proud to also share with you our **recent SAP and SAP-related publications** on page 23 and various **other recent and upcoming SAP-related activities and initiatives** that might be of interest to you (from p. 24 on).

Moreover, we have an interesting contribution in our section on **SAP research during Covid-19** (pp. 28-30) and we are happy to visit our Brazilian SAP community in our **SAP-around-the-globe section** on p. 31.

We hope you enjoy this edition of our newsletter and we look forward to seeing and meeting all of you virtually at the upcoming conference!

Best wishes,

**Tania Weinfurtner**, Membership Chair  
([tania.weinfurtner@business.uzh.ch](mailto:tania.weinfurtner@business.uzh.ch))

# AOM 2021— IMPORTANT INFORMATION FOR PARTICIPANTS

## Annual Meeting Virtual Platforms

The 2021 Annual Meeting will take place on **Pathable**, an online virtual meeting platform where all session details, materials, live sessions, networking, and exhibits will take place during the conference.

**ProjectionNet** is a presentation management system that presenters can use to upload supplemental materials for their sessions. This system offers technical assistance to Annual Meeting contributors to help make sure materials are associated with the appropriate session and can be accessed and viewed by attendees during the conference.

## Types of Annual Meeting Sessions

**Synchronous Sessions** (live, 75-80% of AOM 2021 sessions): Synchronous sessions occur at a scheduled time using Pathable's embedded Zoom capability. Presentations take place live. Attendees can use a real-time chat feature during the session for comments and Q&A.

- **“Webinar Style”** (live *presenter* synchronous sessions) feature the presenter(s)/panelist(s) on video or sharing content like slides and screens with the session's attendees.
- **“Meeting Style”** (live *open* synchronous sessions) have both the presenter(s)/panelist(s) and the entire audience on video in Zoom. Content can be shared by anyone in the session with the organizer's approval.

**Asynchronous Sessions** (pre-recorded and on demand): Asynchronous sessions are available for viewing at any time, on demand in Pathable. Though not a live session, there is a session chat for discussion and feedback.

For detailed information and instructions on how to prepare for your session, please visit <https://aom.org/events/annual-meeting/presenting>.

**We encourage all members to register for the annual meeting.**

As **registered participants** you can present during your session, answer attendee questions, and view attendee comments. All papers, materials, and comments on Pathable will be available for viewing through October 31, 2021.

**Without registration**, contributors can upload documents and supplemental materials to their session to provide attendees with as much information about the session as possible.



**BRINGING  
THE MANAGER  
BACK IN MANAGEMENT**  
81st Annual Meeting of the Academy of Management  
29 July – 4 August 2021 | A Virtual Experience

# SAP AOM PROGRAM 2021

## Synchronous Sessions (All times refer to Eastern Daylight Time)

Day	Time (EDT)	#	Session Title	Type
Fri	08:00 - 09:00am	16668	Strategizing Activities and Practices Early-Career Program: Welcome & Introduction	ECP
	09:00 - 11:00am	13090	Bringing the Strategist Back to Practice: Communication Perspectives on Actorhood in Strategizing	PDW
	11:00 - 01:00pm	10119	International Early Academic Careers: How to Stand Out in the Virtual Job Market?	PDW
	02:00 - 05:00pm	10105	Qualitative Analysis Boot Camp VI: Coding Traditions and Practices	PDW
	05:00 - 06:00pm	16669	Strategizing Activities and Practices Early-Career Program: Q&A with Patron Ann Langley and Farewell	ECP
	08:00 - 09:30pm	16673	Strategizing Activities and Practices Virtual Café Asia/Australia	Social Event
Sat	06:00- 07:30am	16675	Strategizing Activities and Practices Virtual Café Europe	Social Event
	08:00- 10:00am	10088	Does It Make a Difference? Practices, Directions, and Challenges of Impactful Solarship	PDW
	10:00- 12:00am	10103	Artificial Intelligence in the Process and Practices of Digital Strategizing	PDW
	12:00- 02:00pm	10412	Broadening our Vision: Video Ethnography in Organizational Studies	PDW
	04:00- 05:30pm	16674	Strategizing Activities and Practices Virtual Café Americas	Social Event
Sun	07:00- 08:30am	16783	Strategizing Tensions - Tools and Practices to Manage Paradoxes	Paper Session
	08:30- 10:00am	16780	Strategizing as a Discursive Practice	Paper Session
	10:00- 11:30am	16785	Growth Strategies as a Practice: From Entrepreneurship to Ownership	Paper Session

# SAP AOM PROGRAM 2021 ... CONTINUED

## Synchronous Sessions (All times refer to Eastern Daylight Time)

Day	Time (EDT)	#	Session Title	Type
Mon	06:00 - 07:30am	16775	Tackling Grand Challenges Strategically: Legitimate Processes and Processes of Legitimation	Paper Session
	07:30 - 09:00am	16778	Strategizing in the Digital Age: From Big Data Analytics to Transforming Business Models	Paper Session
	09:00 - 10:30am	16898	How Temporality and Space Shape and are Shaped by Strategy-making	Paper Session
	11:00 - 12:30am	16634	Ten Years Strategizing Activities and Practices Interest Group: Distinguished Keynote Panel	Keynote
	01:00 - 02:00pm	16635	Strategizing Activities and Practices Business Meeting	Interest Group Meeting
	02:00 - 03:00pm	16637	Strategizing Activities and Practices Social	Social Event
	04:00 - 05:30pm	1008	Academic-Practitioner Relationships: Tensions and Practices	Symposium
Tue	06:00- 07:30am	16777	Strategy-making as Collective Sense-making	Paper Session
	07:30- 09:00am	16782	Bringing the Leader back to Practice: The Role of (Non-)Executives Shaping Organizational Strategy	Paper Session
	09:00- 10:30am	16784	Collectively Acting and Re-acting: Insights on Coping with the Past and Strategizing for the Future	Paper Session
	11:00- 12:30am	10102	Digital Strategizing for Grand Challenges	Symposium
	01:00- 02:30pm	16776	Openness in and beyond Strategy-making: Breaking through	Paper Session

## Asynchronous Sessions

#	Session Title	Type
1616	Stakeholder Engagement: Opening up Participation, Inclusion, and Democracy	PDW

# AOM 2021— SAP DOCTORAL AND EARLY CAREER PROGRAM

Seray Ergene, Renate Kratochvil, Madalina Pop and Lorenzo Skade

We are counting days.

For the 6th time in a row, the Strategy-as-Practice Interest Group (SAP IG) is hosting the SAP Doctoral and Early Career Program (ECP). The ECP will be held on Friday, July 30th, and will consist of virtual panels, workshops, roundtables and networking opportunities. The day will bring together doctoral students and junior faculty, who are interested in researching SAP-related topics and methods.



AOM SAP ECP 2019

**What:** SAP Doctoral and Early Career Program (1-day)  
**Where:** Annual Meeting of the Academy of Management 2021  
**When:** Scheduled to be on Friday, July 30  
**Who:** Doctoral students, post-docs, and junior faculty

**Program:** This year's program will start with a keynote by Professor Ann Langley and then it is followed by three carefully chosen Professional Development Workshops (PDWs) to enhance participants' SAP-related knowledge and provide opportunities for engaging similar minds. Additionally, it will include private mentor-mentee feedback sessions with assigned mentors, creating an invaluable networking opportunity for junior scholars. In this way, the day provides multiple opportunities both for networking and for professional development despite being virtual.



AOM SAP ECP 2020

We are looking forward to this exciting day and to connect with 20 fantastic young scholars.

We are very grateful to the AOM SAP IG for sponsoring some of the ECP participants' conference fees.

## This year's program includes:

- Welcome to the ECP and Keynote by Professor Ann Langley
- [PDW 1] Bringing the Strategist Back to Practice: Communication Perspectives on Actorhood in Strategizing
- [PDW 2] International Early Academic Careers: How to Stand out in the Virtual Job Market?
- [PDW 3] Qualitative Analysis Boot Camp VI: Coding Traditions and Practices
- Farewell, goodbye and virtual refreshment
- Independent mentor-mentee feedback session



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Strategy as Practice  
Study Group



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# AOM 2021—SHOWCASE SYMPOSIUM: DIGITAL STRATEGIZING FOR GRAND CHALLENGES

**Live session** with panel presentations and Q&A. **Time:** August 3, 11:00am-12:30pm (EDT).

Digital strategizing – processes and practices leveraging digital technologies to craft and implement organizational strategies – is on the rise. Increasingly, digital technologies are also utilized to tackle grand challenges. However, the digital strategizing-grand challenges nexus remains rather unexplored. To advance debates and future research, our symposium brings together distinguished scholars who will discuss the opportunities of using digital technologies to craft and implement strategies that tackle grand challenges including their roadblocks and paradoxes, among other things with digital tools and digitally-mediated actors.

Join us for this exciting session and help us advance the (digital) strategizing-grand challenges nexus further! We look forward to having you.

## Organizers (in alphabetical order)

- **Georg Reischauer**, WU Vienna University of Economics and Business & Johannes Kepler University Linz, Austria
- **Giulia Solinas**, Ludwig-Maximilians-University Munich, Germany
- **Christina Wawarta**, Warwick Business School, United Kingdom

## Panelists (in alphabetical order)

**Shahzad (Shaz) Ansari**, Cambridge University, United Kingdom: ‚The Role of Institutional Logics and Frames in (Inter-)Organizational Processes for Tackling and Responding to Grand Challenges‘

**Dror Etzion**, McGill University, Canada: ‚The Role of Robust Actions in (Inter-)Organizational Processes for Tackling and Responding to Grand Challenges‘

**Paul Leonardi**, UC Santa Barbara, USA: ‚The Role of Digitally-Mediated Transparency and Visibility as well as Social Media in Organizational Processes for Tackling and Responding to Grand Challenges‘

**Ann Majchrzak**, University of Southern California, USA: ‚The Role of Online Communities and Crowds for Tackling and Responding to Grand Challenges‘

**Georg von Krogh**, ETH Zurich, Switzerland: ‚The Role of Algorithms and Artificial Intelligence in Open Organizational Processes for Tackling and Responding to Grand Challenges‘



# AOM 2021—SHOWCASE SYMPOSIUM: ACADEMIC–PRACTITIONER RELATIONSHIPS: TENSIONS AND PRACTICES

**Live session** with panel discussion and Q&A. Co-sponsored by the OMT Division and SAP IG.  
**Time:** August 2, 04:00-05:30pm (EDT).

## Organizers

- **Philip Gylfe**, Aalto University, Finland
- **Matthis Wenzel**, Leuphana University of Lüneburg, Germany



## Moderator

- **Joep P. Cornelissen**, Erasmus University, Netherlands

The oftentimes uneasy relationship between academics and practitioners becomes manifest as tensions. Among others, such tensions relate to differing logics, time dimensions, communication styles, rigor and relevance, and interests and incentives. The literature on tensions, dilemmas, dialectics, dualities, and paradoxes offers a rich repertoire of how actors can constructively work through tensions so as to move forward amid competing demands. However, dialogues between research on tensions and responses to them as well as academic–practitioner relationships have been sparse.

The panel symposium seeks to foster dialogues on the tensions that emerge in academic–practitioner relationships as well as the practices through which organization and management scholars can respond to them. It does so by bringing together an esteemed panel of expert scholars who have provided major contributions to our understanding of academic–practitioner relationships, tensions, and responses to them.

## Distinguished speakers

- **Jean Bartunek**, Boston College, USA
- **Marianne W. Lewis**, University of Cincinnati, USA
- **Linda L. Putnam**, UC Santa Barbara, USA
- **Garima Sharma**, Georgia State University, USA
- **Andrew H. Van de Ven**, University of Minnesota, USA



# AOM 2021—PDW: BRINGING THE STRATEGIST BACK TO PRACTICE: COMMUNICATION PERSPECTIVES ON ACTORHOOD IN STRATEGIZING

**Live session. Time:** July 30, 09:00-11:00am (EDT).

## Organizers:

Birte Asmuß, Aarhus University, Denmark  
 Milena Leybold, University of  
 Innsbruck, Austria  
 Ellen Nathues, U. of Twente,  
 Netherlands  
 Virpi Sorsa, Hanken School of  
 Economics, Finland



The Professional Development Workshop (PDW) “Bringing the Strategist Back to Practice: Communication Perspectives on Actorhood in Strategizing” aims to illuminate how communication perspectives can help better understanding actorhood in strategizing. It seeks to channel attention to strategic actorhood, the strategist’s role and body, and non-human instantiations of strategic agency: What makes up a strategist? When does actorhood become strategic? Can an individual embody a strategy and if so, how? To broaden, challenge, and unite existing discourses, the PDW brings together two communities in the field of organization and management studies; Strategizing Activities and Practice (SAP) and Communicative Constitution of Organizations (CCO). Scholars who successfully advanced SAP or/and CCO research will provide PDW participants with new insights, inspiration, and advice to further develop their work-in-progress on the nexus of strategizing, actorhood, and communication. Further, we seek to continue the vivid exchange between the two communities SAP and CCO, also preventing possible blind spots in each.

The PDW is two-parted: First, four scholars who have recently published SAP or/and CCO research in top-tier journals, Violetta Splitter and Matthias Wenzel (SAP) and Nicolas Bencherki and Viviane Sergi (CCO), present and discuss their theoretically and empirically driven perspectives on strategizing, actorhood, and the role of communication. The presentations will be followed by a Q&A session. Second, up to four PDW attendees each meet with one of eight roundtable facilitators to discuss their work-in-progress. The PDW requires a pre-registration to productively use the time of this second part.

Registration requirements differ with regards to participants' preferences to attend Part 1 and 2 or Part 1 only. Joining **Part 1** of the PDW (the panel) is open for everyone attending AOM 2021 and with an interest in the outlined topic. Thus, there is no limit of attendees during Part 1 and no registration required. Scholars interested in attending **Part 2** (roundtable discussions) were asked to pre-register. The registration period for Part 2 already ended in June 2021. Participants only taking part in Part 1 are asked to leave the session after the first hour.

# AOM 2021—PDW: HOW TO STAND OUT IN THE VIRTUAL JOB MARKET?

**Live session. Time:** July 30, 11:00am-01:00pm (EDT).

The use of virtual recruitment by universities to counter COVID-19 makes it imperative for candidates to stand out in the virtual job market. We have a fantastic group of six scholars with a range of experience, including early- to mid-career academics and leading researchers from the strategy-as-practice and qualitative research community.

Panelists will answer a broad range of questions on the virtual job market focusing on key aspects of the job search process such as networking, job interviewing, and others. Then, each panelist will answer one question for which they had time to prepare before the PDW. In part two, participants will attend a pre-arranged roundtable which will provide an opportunity to delve more deeply into specific questions and for participants to share their own experiences.

## **Our panelists (alphabetical order):**

- **Charlotte Cloutier**, HEC Montreal, Canada
- **Seray Ergene**, University of Rhode Island, USA
- **Rangapriya (Priya) Kannan**, University of San Diego, USA
- **Shenghui Ma**, Fudan University, China
- **Karla Sayegh**, University of Cambridge, UK
- **Eero Vaara**, University of Oxford, UK



Registration is required for this session. Please contact [priya@sandiego.edu](mailto:priya@sandiego.edu) to obtain the registration approval code.

In order to tailor this discussion to your needs, please briefly outline 1) where you are in your academic career, e.g., year 1 of PhD, 2) where you are currently studying or employed, and 3) one or two questions that you hope the session will address.

# AOM 2021—PDW: QUALITATIVE ANALYSIS BOOT CAMP VI: CODING TRADITIONS AND PRACTICES

**Live session. Time:** July 30, 02:00-05:00pm (EDT).

## **Organizers:**

Tine Koehler, Faculty of Business and Economics,  
University of Melbourne

Jane Lê, Strategic Management, WHU – Otto  
Beisheim School of Management

Anne Smith, Dept. of Management, Haslam College  
of Business, UTK



This PDW will help researchers develop and expand their qualitative data analysis skills, specifically in relation to coding data in meaningful ways. This session focuses specifically on different ways of coding data and the implications of this for the analytic process. This virtual session will involve an asynchronous participant-led coding session, followed by a detailed debrief by experienced qualitative scholars representing various coding traditions and practices. In the debrief, the panel members will work through and reflect upon their practice of coding, draw comparison between the various different approaches to coding and the outcomes they produce, and respond to specific audience questions.

The session is thus divided into two parts. Part I comprises an asynchronous coding exercise for participants, guided by expert (video) instructions. Part II comprises a synchronous coding debrief and expert discussion, guided in part by participant questions. While the two parts are clearly linked, it is possible for participants to partake in any part separately. For instance, one may simply attend Part II of the session, observing the experts taking turns to move through various ‘bits’ of data to illustrate the diverse coding techniques available to participants. The purpose of this session is to demystify the process of coding and help participants understand the various conditions of coding and their value. This PDW is thus specifically designed to help researchers identify practical ways to improve their analytical strategies when working with qualitative interpretive data.

## **Expert Facilitators:**

Gail Fairhurst, Department of Communication, University of Cincinnati - Discourse Analysis

Tine Koehler, Faculty of Business and Economics, U. of Melbourne - Grounded Theory

Jane Lê, Strategic Management, WHU - Otto Beisheim School of Management - Thematic Coding

Anne Smith, Dept. of Management, Haslam College of Business, UTK - Coding Tools

# AOM 2021—PDW: DOES IT MAKE A DIFFERENCE? PRACTICES, DIRECTIONS AND CHALLENGES OF IMPACT SCHOLARSHIP

**Live session. Time:** July 31, 08:00-10:00am (EDT).

## **Organizers:**

Lorenzo Skade, European University Viadrina  
Yanis Hamdali, European University Viadrina



This Professional Development Workshop (PDW) brings together distinguished senior scholars with dedicated participants across different AOM DIGs to collectively reflect on the role and relevance of management and organization research in addressing societal, economic, and environmental issues through rigorous and relevant research.

The workshop will be split into two parts: Part one will be open for all interested participants and feature short presentations and a panel discussion to showcase different aspects of scholarly impact. Part two will provide 30 pre-selected early- and mid-career scholars with the opportunity to reflect upon the impact of their work during roundtable sessions, hosted by the distinguished senior scholars. The goal of this workshop is to discuss (1) what “impact” is and why it matters, (2) the practices of creating impactful scholarship, and (3) ways of impactful engagement in the academic and the public discourse.

For the first part of this PDW, no application is required. For the second part of this PDW, participants had to register by sending an application to the organizers.

## **Distinguished Senior Scholars:**

Joep Cornelissen (Erasmus University Rotterdam) - Innovation & Entrepreneurship  
Jennifer Howard-Grenville (University of Cambridge) - Environmental Sustainability  
Elke Schüßler (Johannes Kepler University Linz) - Social Responsibility  
David Seidl (University of Zurich) - Grand Challenges  
Eero Vaara (University of Oxford) - Change & Legitimation  
Charlene Zietsma (Pennsylvania State University) - Social Change

# AOM 2021—PDW: ARTIFICIAL INTELLIGENCE IN THE PROCESSES AND PRACTICES OF DIGITAL STRATEGIZING

**Live session. Time:** July 31, 10:00-12:00am (EDT).

## **Organizers:**

Jochem Hummel, Warwick Business School (UK)  
Georg Reischauer, WU Vienna University of Economics  
and Business (AT) & Johannes Kepler University Linz



While scholarship on digital strategies such as platform strategies is progressing, less attention has been paid to the role of digital technologies in the processes and practices of strategy making. To address this gap, this PDW focuses on the role of Artificial Intelligence (AI) such as machine and deep learning technologies.

Specifically, by bringing together distinguished strategy and information systems scholars, the PDW aims to 1) give an overview of recent advancements on the role of AI in the processes and practices of crafting, refining, and implementing (digital) strategies; 2) discuss how different theoretical perspectives and methods can advance future research; 3) summarize and distribute results from these discussions to inspire future research.

The PDW builds on a panel symposium on digital strategizing at the AOM 2019 and a correspondent PDW at the AOM 2020.

## **Facilitators:**

Luciana D'Adderio, University of Edinburgh  
Samer Faraj, McGill University  
Mikkel Flyverbom, Copenhagen Business School  
Stefan Haefliger, Cass Business School, City University of London  
Marleen Huysman, Vrije University Amsterdam  
Joe Nandhakumar, University of Warwick  
Neil Pollock, University of Edinburgh Business School  
Henri Schildt, Aalto University School of Business

# AOM 2021—PDW: BROADENING OUR VISION: VIDEO ETHNOGRAPHY IN ORGANIZATIONAL STUDIES

**Live session. Time:** July 31, 12:00-02:00pm (EDT).

## **Organizers:**

Marlys Christianson, University of Toronto  
Michael Jarrett, INSEAD, Singapore  
Curtis LeBaron, Brigham Young University



Management scholars have increased their use of video as a research tool in organizational studies. It helps them to see, understand, codify, and make sense of the strategizing process. These methods uncover the micro-interactions of organizational actors. It allows insights into their implicit practices that emerge in their moment-to-moment exchanges. Consistent with the interests of SAP, video makes explicit the links between micro-dynamics and broader organizational outcomes.

This PDW provides an opportunity to revisit the recent progress of video-based research. What changes do we observe over recent times? The newly online world of social distancing in the pandemic has switched many in-person interactions to video-based ones, thus increasing the need for and opportunity to study video. Thus, we will examine the progress, benefits, and challenges of video ethnographic methods. While the PDW will provide an update of the field, it will emphasize “hands-on” experience of video analysis taking different approaches.

Finally, the PDW aims to encourage newcomers. It will help them understand and use this method in their research, spark debate, and generate further innovation. We aspire to co-create good practices and build a community of engaged scholars.

## **PDW Discussion Leaders:**

Philip Gylfe, Aalto School of Business in Helsinki, Finland  
Feng Liu, Saint Mary’s University, Canada  
Sotirios Paroutis, Warwick Business School  
Mary Waller, Texas Christian University

# AOM 2021—PDW: STAKEHOLDER ENGAGEMENT: OPENING UP PARTICIPATION, INCLUSION, AND DEMOCRACY

## Asynchronous Session

A companion<sup>1</sup> to a Business & Society Special Issue [Call for Papers](#).

### Organizers:

- Itziar Castelló
- Frank de Bakker
- Laura Marie Edinger-Schons
- Hannah Trittin-Ulbrich
- Matthias Wenzel



### Aims

1. Focusing attention on the relevance of examining the conditions, processes, and consequences of various dimensions of stakeholder engagement
2. Helping authors of manuscripts related to this theme develop their papers based on feedback by leading scholars in the field.

### Asynchronous format

1. A video that highlights the relevance and cornerstones of the PDW theme
2. Two 2-hour virtual roundtables facilitated by leading scholars in the field

### Virtual roundtables & their facilitators

- |                       |                      |
|-----------------------|----------------------|
| • Andres Crane        | • Elke Schüßler      |
| • Helen Etchanchu     | • Paul Spee          |
| • José Carlos Marques | • Giuseppe Delmestri |
| • Cedric Dawkins      | • Eric Knight        |
| • Yuka Fujimoto       | • Violetta Splitter  |



<sup>1</sup>Participation in the PDW is optional and will not guarantee publication in the special issue.

# AOM 2021—DISTINGUISHED KEYNOTE PANEL: TEN YEARS STRATEGIZING ACTIVITIES AND PRACTICES INTEREST GROUP

When the SAP IG was founded ten years ago, it created an intellectual home for management scholars interested in the practice of strategy making as a day-to-day activity performed by managers and employees alike. On the occasion of this anniversary, a SAP Distinguished Keynote Panel reflects on past and future contributions to and of this field of study.



Strategizing Activities & Practices

The panel features founding SAP IG members **Julia Balogun** (University of Liverpool), **David Seidl** (University of Zurich), and **Richard Whittington** (University of Oxford) and will be moderated by current SAP IG Chair **Virpi Sorsa** (Hanken Business School).



Julia Balogun



David Seidl



Richard Whittington



Virpi Sorsa

Please join us for the SAP Distinguished Keynote on **Monday, August 2, from 11:00am to 12:00pm (noon) EDT** on the [AOM virtual conference platform](#). A video recording of the keynote will be available after the talk as well.

# AOM 2021—VIRTUAL CAFÉS

While we acknowledge the positive side effects of online conferences (e.g., no need to travel around the world for getting great insights), we often miss the discussions in between the sessions, informal chats at the coffee bar and the feeling of being closely connected to people of our community. We know that we can't simply substitute these analogous experiences. However, we try to come as close as possible to let you meet by 'coincidence' and enable for socializing among the community members and friends of SAP research.



Building upon the great experiences from last year's virtual cafés, during this year's annual meeting the SAP IG, again, will offer informal networking opportunities for scholars around the world. With virtual cafés including breakout sessions, we will try to give participants the opportunity to get in touch with key SAP scholars, to revive conversations started last year, or to get to know each other for those who participate for the first time.

We will host **three (regional) virtual cafés** so that everyone can attend at convenient times:

## Europe

**Hosts:** Georg Reischauer, Milena Leybold

**Day and time:** Saturday, 06:00-07:30am (EDT)



## Americas

**Hosts:** Katelynn Sell

**Day and time:** Saturday, 04:00-05:30pm (EDT)



## Asia/Australia

**Hosts:** Eric Knight, Paul Spee

**Day and time:** Friday, 08:00-09:30pm (EDT)



**We are looking forward to seeing you there!**

# AOM 2021—SAP BUSINESS AND SOCIAL: MAKING CONNECTIONS WITHIN AND BEYOND RESEARCH

Please join us for the **SAP Business Meeting** on **Monday, August 2 at 01:00pm (EDT)**.

This is a great opportunity to learn about all the activities of SAP, the people behind the scenes and to celebrate our award winners.



We also cordially invite you to the **SAP Social**, which will take place directly after our business meeting on **Monday, August 2 at 02:00pm (EDT)**. In the social you have the opportunity to meet with your colleagues and friends as well as with some key SAP people in an informal virtual environment.

To jump start conversations, **please bring along a gadget** that shows something that you are passionate about or that is important in your life.



# WE WOULD LIKE TO THANK OUR SPONSORS FOR THEIR CONTINUOUS SUPPORT!



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Strategy as Practice  
Study Group



# SAP IG'S ELECTION RESULTS 2021

Rajiv Nag

We are pleased to announce the results of the AOM 2021 elections for our Interest Group. This year, thanks to your participation in the election process, 160 members out of our total voting membership of 628 offered their votes, representing a 25.5% "turnout". This is very close to the overall voter participation trend in the entire academy this year.



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## ***INCOMING PDW CHAIR***

(service duration 1 year - 8/15/2021 - 8/14/2022)



**Fleur Deken,**  
VU University Amsterdam

Fleur is an Associate Professor of Strategic Innovation Processes at the KIN Center for Digital Innovation at Vrije Universiteit Amsterdam. She studies digital transformation and innovation in the private and public sector through in-depth field studies. She draws on practice-based concepts such as organizational routines, experimentation, and resourcing and published in outlets such as Organization Science, Strategic Organization, and Academy of Management Journal. She regularly facilitates workshops and courses at organizations to bolster their innovation and renewal capabilities, where she builds on her background in business, design, and engineering. In 2019, she was elected SAP Representative-at-Large. Over the years, she has been a regular contributor to the AOM SAP IG program as a PDW organizer, symposium discussant, and received Best Reviewer Awards from the SAP IG. Outside AOM, Fleur shares her excitement for the SAP agenda by organizing conferences, seminar series, and workshops on SAP-related topics. As a committed SAP IG member, Fleur hopes to further contribute as a PDW Chair. She is dedicated to cultivate SAP's practices for connecting practice-based scholars to inspire each other in developing important and interesting research and for supporting scholars in the various stages of their academic careers.

# SAP IG'S ELECTION RESULTS 2021 ... CONTINUED

## **SAP REPRESENTATIVES-AT-LARGE**

(service duration 3 years - 8/15/2021 - 8/15/2024)



**Madalina Pop,**  
Aarhus University BSS

Madalina is a post-doctoral fellow at BSS, Aarhus University, Denmark. Her research centers on inter-organizational strategizing for tackling grand challenges, investigating topics such as open strategy, space and sensemaking. Her work has been awarded the SAP Best Practice-Oriented Paper Award 2019 and the EGOS Best Student Paper Award 2020. Madalina has been focusing on developing the local and international SAP community in a number of fields. She has been serving as representative and coordinator of the Doctoral & Early-Career Program of the Strategizing Activities & Practices Interest Group for the past two years. Additionally, she has co-developed the SAP Reading Club and the SAPIence Circle, two initiatives aimed at creating connections among SAP researchers and enlarging the community in general. Madalina has also been working to develop the local community at Aarhus University through workshops and presentations.



**Birgit Renzl,**  
University of Stuttgart

Birgit holds the Chair of Management and Organization at the University of Stuttgart. Coming from a strategy and organization background her research has focused on organizing knowledge and innovation. During her recent ethnographic studies in the area of Routine Dynamics she has become committed to the Routines Research Community. Combining Routine Dynamics and Strategy from a practice-based approach seems highly promising for further developing the field of strategy in organizations. Birgit has been involved in various roles in the European Academy of Management (EURAM) – SIG “Strategic Management” (Digital Strategy track), Organizational Learning, Knowledge & Capabilities (OLKC), and in the Strategic Management and Organization group in the German Academic Association of Business Research (VHB).

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We will be remiss to not thank the other nominees who took the time and effort to participate as contenders in the election process. Each one of them is a valuable member of our community and we deeply appreciate their service to our community. We invite you all to join me in welcoming Fleur, Madalina, and Birgit into their formal service roles for the SAP IG and extending our deepest gratitude to all the nominees who participated in the election process.

# NEWS FROM THE SOCIAL MEDIA TEAM

## New LinkedIn Page

Have you followed our new [LinkedIn page](#)?

The LinkedIn page is created to increase engagement between SAP scholars but also with strategy practitioners. We believe that academic research can create impact and we want to engage in conversation with practitioners who will reflect on our findings/implications/recommendations, can share their burning questions that might require further research, or find insights relevant for practice through reading our publications or attending events and webinars. We welcome academics as well as practitioners to follow this page to keep the conversation on strategy as and in practice going.

Follow us on



## Practitioner-oriented Insights

As SAP community we would like to provide the practitioners community with practical and managerial implications coming out of our research. If you have a working or a published paper that has valuable insights for practitioners, send us a short (5 sentences) summary of the managerial/practical implication. We will share this via our LinkedIn and Twitter channels.

If you have something to share, please send your summary to Anna Plotnikova ([a.plotnikova@vu.nl](mailto:a.plotnikova@vu.nl)).

## New Vlog

Have you missed our last [Vlog](#)? In this Vlog Davide Nicolini shared the insights about his joint paper with Maja Korica “Attentional Engagement as Practice: A Study of the Attentional Infrastructure of Healthcare Chief Executive Officers”. In this video Davide discusses key messages of the paper, its practical relevance and research gaps providing the opportunity for future research.



Do you want to see new Vlogs and Webinars first? Stay tuned, to get updates via [Twitter](#), our [community page](#), as well as the SAP [Youtube channel](#).

## Tweeting during Conferences

Are you planning on attending SAP events and paper sessions during upcoming EGOS and AOM conferences? Do you want to share your impressions and insights? Then don't forget to use **@strategizers** in your Tweets.

## Call-for-Vlogs

Contribute to the SAP Vlog!

We believe that the SAP Vlog is a great way for early-career scholars to engage in dialogue with more established scholars. Is there a paper you draw on in your own work or that you struggle with in your teaching? Reach out to its author and share your discussion with other SAPers! If you are interested, please have a look at the [Vlog instructions](#) on Connect@AOM and get in touch with Anna Plotnikova ([a.plotnikova@vu.nl](mailto:a.plotnikova@vu.nl)).

# SAP READING CLUB

Renate Kratochvil, Qian Li, Madalina Pop, Katelynn Sell

## Behind the Scenes of Publishing

The AOM SAP Reading Club met eight times in the last academic year (September 2020 to June 2021). In total, more than 250 people from 150 different institutions joined.

We discussed theories, phenomena, and methods in practice studies. We dove into the topics of entrepreneurship practices, practices in the context of technology, open strategy, and sensemaking. We closed the series of meetings with a discussion with Professor **Davide Nicolini**, Warwick Business School.

Professor Nicolini gave us a glimpse of the publication process by sharing his journey of getting the paper [Attentional Engagement as Practice: A Study of the Attentional Infrastructure of Healthcare Chief Executive Officers](#), coauthored with Professor **Maja Korica**, Warwick Business School, published in Organization Science.

### The major learnings from Professor Nicolini's 'behind-the-scene' story are:

- Write up a clear narrative that reads like a "Hollywood story", so the reviewer stays engaged and interested throughout the whole process
- Write a straight story until the reader says "I've seen this [phenomenon] a million times, but now I see it for the first time"
- Be clear about the contribution from the beginning, so the reviewer knows what the study is about

Watch out for new meetings of the reading club coming in autumn. Feel free to contact us with ideas and wishes, and if you want to join the organizers.



# RECENT SAP PUBLICATIONS & PUBLICATIONS OF INTEREST TO THE SAP COMMUNITY

## SAP Publications

Author(s)	Title	Journal	Link
Jarzabkowski, Paula; Kavas, Mustafa; Krull, Elisabeth	It's Practice. But is it Strategy? Reinvigorating Strategy-as-practice by Rethinking Consequentiality	Organization Theory	<a href="#">Abstract</a>
Kohtamäki, Marko; Whittington, Richard; Vaara, Eero	Making connections: Harnessing the diversity of strategy-as-practice research	International Journal of Management Reviews	<a href="#">Abstract</a>

## SAP-Related Publications

Author(s)	Title	Journal	Link
Cornelissen, Joep; Höllerer, Markus A.; Seidl, David	What Theory Is and Can Be: Forms of Theorizing and Organizational Scholarship	Organization Theory	<a href="#">Abstract</a>
Kratochvil, Renate; Schmeisser, Bjoern	How Will You Measure Your Life?, by Clayton M. Christensen, James Allworth, and Karen Dillon	AMLE	<a href="#">Abstract</a>
Chenjian, Zhang	Leveraging Logics to Address the Paradox: Commentary on 'The Failure of Hybrid Organizations: A Legitimation Perspective'	Management and Organization Review	<a href="#">Abstract</a>
van Aaken, Dominik; Rost, Katja; Seidl, David	The impact of social class on top managers' attitudes towards employee downsizing	Long Range Planning	<a href="#">Abstract</a>

# EGOS 2021—REFLECTIONS ON THE SAP COMMUNITY DAY

Yanis Hamdali, Renate Kratochvil, Madalina Pop, Lorenzo Skade, Monique Steijger-Storm

## The Inclusiveness of Practice Research and Practice Research of Inclusiveness

What is the role of organizing and strategy-making for addressing the issue of an inclusive society? How can SAP research help organization scholars to understand and address the challenge of fostering inclusiveness in organizations, institutions, and environments? Entitled “**The Inclusiveness of Practice Research and Practice Research of Inclusiveness**”, the 2021 EGOS SAP Community Day tackled these and other questions.

The SAP Community Day is a pre-colloquium PDW at the annual meeting of the European Group for Organizational Studies (EGOS). It aims to bring together early-career and senior scholars interested in the practice of strategizing and to inspire future (collaborative) research projects.

This year’s Community Day took place for the sixth time already and convened 74 participants. And it took place for the second time, successfully, in a virtual format. The theme was all about “**The Inclusiveness of Practice Research and Practice Research of Inclusiveness**”. It started with a panel of scholars reflecting upon their different theoretical approaches on this topic and it continued with roundtables (break-out rooms), where participants could further dive into the topics raised beforehand. Roundtables



were facilitated by the panelists **Katharina Ditrach, Elke Schüßler, David Seidl, Paul Spee, Eero Vaara** and **Richard Whittington**. Making full use of the virtual collaborative format, both the panelists and the participants engaged in lively discussions about the paradoxical tensions around inclusion, exclusion, identity, power and practice theory in general. The next page features some snippets of the facilitators’ talks.

These informative sessions were continued with interactive roundtable paper development sessions, where participants had the opportunity to get in-depth feedback on their work. Paper development sessions were facilitated by **Leonhard Dobusch, Martin Friesl, Jeannie Holstein, Jochen Koch, Bjørn Erik**

Check out the recording of the panel discussion on the SAP YouTube channel:

<https://www.youtube.com/watch?v=dyCWrQR4Wsw>

# EGOS 2021—REFLECTIONS ON THE SAP COMMUNITY DAY ... CONTINUED

Yanis Hamdali, Renate Kratochvil, Madalina Pop, Lorenzo Skade, Monique Steijger-Storm



**Stewart Clegg**

"Inclusivity should be deliberately paradoxical. [...] Empower us to empower others. Empower others to empower us. And allow others to disempower us."



**Paul Spee**

"The approach to research is distinct ... but it is a community that has practiced - and attempts to practice - to be as inclusive as one can be in creating a research community."



**Katharina Dittrich**

"Practices can and do change all the time, so there is ALWAYS an opportunity to enact inclusive practices."



**Elke Schüssler**

"Practice theory serves as a bridging concept that allows 'zooming in' to the ongoing, recurrent and interdependent ways in which various actors try to address grand challenges as well as 'zooming out' into the broader structures that shape these practices."



**David Seidl**

"What one could look at in future research are the different patterns of how organizations engage in sensemaking at the different levels – inter- and intra-organization – and how they relate to each other and feed into each other."



**Eero Vaara**

"Let's cherish inclusiveness and pluralism in SAP [...] Let's have a broad mind ... ."



**Richard Whittington**

"The question is not 'either/or' but 'when' [to open or close]. It is not about doing it 'always' but 'temporarily'."



**Jeannie Holstein**

"There is a different perspective from those that are 'being included'. Those in that role are still doing the identity work of those in positions of power."

# SMS 2021—NEWS FROM THE STRATEGY PRACTICE IG

This year, SMS will again go ahead with a **virtual format**. The paper program, including 25 papers in several tracks (e.g. Open Strategy: Participation in Strategy Making; Managing Tensions in Strategizing; Producing Futures in the Course of Strategizing; Digital Strategy and Capabilities; Dynamics, Evolution and the Embeddedness of Organizational Actors; Strategizing with Digital Technologies) is still being finalized.



- **Program Chair:** Julia Hautz, U. of Innsbruck
- **Assoc. Program Chair:** Matthias Wenzel, Leuphana U. of Lüneburg

The theme of the pre-conference program is: “**A Practice Perspective on Important Strategic Phenomena that Matter**”, inviting especially members of the AOM SAP IG to participate!

## Workshops

Research that Matters: Academic–Practitioners Dialogue on how to Create Research that Is Rigorous and Relevant

- **Organizers:** Violetta Splitter, Christina Wawarta
- **Panelists/RT Facilitators:** David Seidl, Loizos Heracleous, Leonard Yowell (NASA), Bob Marshak (consultant)

Research that Matters: Academic–Practitioners Dialogue on how to Create Research that Is Rigorous and Relevant

- **Organizers:** Violetta Splitter, Christina Wawarta
- **Panelists/RT Facilitators:** David Seidl, Loizos Heracleous, Leonard Yowell (NASA), Bob Marshak (consultant)

## Panel Sessions

Strategy-making in and through Crowds and Communities

- **Chairs:** Thomas Gegenhuber, Madeleine Rauch
- **Panelists:** Shaz Ansari, Sarah Glozer, Ciaran Heavey, Pinar Ozcan

Strategic Decision-making in Crises Contexts  
[co-sponsored]

- **Chairs:** Jeanine Porck, Joachim Stoning [co-organized by Tania Weinfurter]
- **Panelists:** Nathan Furr, Vibha Gaba, Melissa Graebner, Tomi Laamanen, Sotirios Paroutis, David Seidl

Strategy Communications: Talk and Text

- **Chair:** Basak Yakis-Douglas
- **Panelists:** Andreas König, Eero Vaara, Freek Vermeulen, Matthias Wenzel, Richard Whittington

Stakeholder Engagement in the Strategy Process: Practices, Tensions, and Outcomes

- **Chairs:** Anna Plotnikova, Matthias Wenzel
- **Panelists:** Julia Hautz, Julia Kümper (Ventre-neurs), Paul Spee, Hannah Trittin-Ulbrich

We will also award three papers with prizes in three categories: (i) Best Paper, (ii) Best Impact Paper, and (iii) Best PhD Paper. Short-listed papers are currently under review, and we look forward to announcing the prize winners in a future newsletter.

Please feel free reach out to us, or any of our Reps-at-Large, if you are keen to learn more about SMS, our program, or discuss ideas for developing your research.



# SMS 2021—SAP IG Workshop: Research That Matters – Academic-Practitioner Dialogue on How to Create Research that Is Rigorous and Relevant

**Date:** September 18, 10:00am-01:00pm EDT



**Organizers:**

- Violetta Splitter
- Christina Wawarta

While strategy research is typically aimed at producing rigorous knowledge, its practical implications often receive less attention or they are even generally questioned – even though strategy researchers might have interesting findings to share. This workshop thus intends to critically discuss the practical relevance of (rigorous) strategy-practice research and provide its participants with guideposts as to what relevant strategy-practice research might look like. Participants will get insights on this matter from an academic, practitioner as well as a consulting perspective.



The workshop consists of two parts: an interactive panel and a roundtable discussion. The objective of the panel is to examine in what way strategy practice research could be of relevance to practitioners (and consultants). Our distinguished panelists are **David Seidl (University of Zurich)**, **Loizos Heracleous (University of Warwick)**, and **Leonard Yowell (NASA)**. The panel is followed by a more focused roundtable discussion on the practical implications of particular research projects. An application is required for participation in the roundtables. Participants will have the opportunity to discuss the practical relevance of their research with leading academic and practitioners and to ask burning questions that they will have on the matter.

All registered conference attendees are welcome to attend the panel (part one) of this workshop!

**An application is required** to participate in the second part of the workshop (roundtables). The **application deadline is August 17**. Interested scholars find the application requirements here:

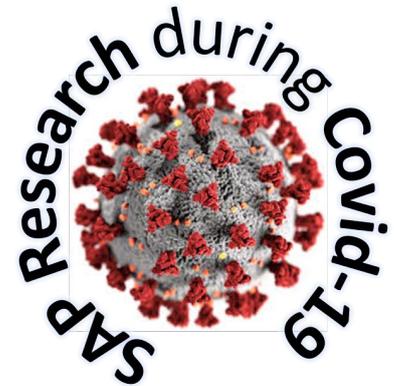
<https://www.strategicmanagement.net/virtual-toronto/workshops/08-research-that-matters>

**We are looking forward to discussing with you how our research can be rigorous and relevant!**

# FROM ANNOYANCE TO BEING TOUCHED: LEADERS' EMOTIONAL LABOR DURING INTERNAL AND EXTERNAL CHANGES

Virpi Sorsa and Jouni Virtaharju

Change generates emotions - both in leaders and followers. Change management practice and theory has long acknowledged that both individual and organizational change is an emotional process (for example Lewin, 1947; Kubler-Ross, 1969). Managers are counseled to recognize the non-rational aspects of organizational change and to use emotional sensemaking to build up and guide change (Vuori & Virtaharju, 2012). How does this happen during large-scale organizational changes, and how do leaders themselves emotionally react during stressful times?



In this paper we disseminate our observations of expressed emotions by organizational leaders and employees during a major change process. As strategy-as-practice scholars our attention is drawn to expressions of emotions in organizations, that is, to language used during organizational change processes (see Vuori, Vuori and Huy, 2018; Kouame and Liu, 2020). Our experiences originate from an ethnographic field study of two years, where we followed and observed a large municipal organization going through radical restructuring and reacting to the Corona pandemic. Our observations reveal how the emotional expressions of leaders and employees regarding organizational restructuring (internal change) diverged and regarding the pandemic (external change) converged. Our conclusion is that the pandemic situation was widely framed as a crisis context by the various organizational stakeholders, leading to a shared emotional reaction. On the contrary, the restructuring was interpreted in multiple ways, inducing different emotional reactions in the change stakeholder groups.

Ashforth and Humphrey (1993) have argued that when organizational changes conflict with a person's professional identity, individual wellbeing deteriorates. For example, when a conflict arises between an individual's change aspirations and her operational change-related workload, a negative emotional reaction towards the change can appear. When we started our field work in the municipal organization's two divisions in 2018, this emotional expression was prevalent among employees. The ongoing change irritated both low- and middle-level managers and employees. We found that the disparities between development activities and opportunities caused anxiety, frustration, and cynicism in the organization, periodically erupting in emotional reactions toward change and everyday work. Leaders wrestled under the pressure of constant reorganization caused by the organization's various "development interests", and operational supervisors and staff were repeatedly forced to resolve conflicts between the organization's history, vision, and everyday practices.

Two types of change stories were told in the organization. Leaders told 'nostalgia' stories, while those closer to operational work told 'postalgia' stories (Virtaharju & Sorsa, 2020). Postalgia stories refer to a bright future waiting for the organization once it solves its current ailments. Nostalgia stories refer to the past golden age that the organization has lost for good. These stories have a strong emotional character. Employees who experienced the restructuring as preventing them from carrying out their work in accordance with their professional identity and work ethic longed to be back in time before changes.

# FROM ANNOYANCE TO BEING TOUCHED: LEADERS' EMOTIONAL LABOR DURING INTERNAL AND EXTERNAL CHANGES ... CONTINUED

Alternatively, leaders' nostalgia stories can be interpreted as expressions of positive emotions targeted to help employees overcome the damaging emotions caused by the operational adversities (Piro-la-Merlo et al., 2002). McColl-Kennedy and Anderson (2002) have argued that managers can instill optimism and convince employees that challenging goals are achievable. Positivity strengthens and negativity impairs performance (Humphrey, Pollack & Hawver, 2008: 156). Managers expressing positive emotions induce optimistic emotional expressions in employees, while managers expressing negative emotions induce frustration. Leaders in the municipal organization were attempting to guide and generate change through rhetorically painting a picture of a positive future.

How skilled were these leaders in change-related emotional labor? Were they cognizant of it, and were they free to choose how to execute it? Not really. While managers are often seen to have more autonomy and power than employees, studies have found that organization's policies, culture, and codes of conduct guide managers' emotional expressions more than line workers' (Humphrey, Pollack and Hawver, 2008). Managers often have less autonomy when it comes to emotional expression than employees. Wide responsibility in connection with limited power also leads to deeper stress experiences. Leaders who are forced to express positive emotions which conflict with their authentic emotions (that is, surface acting leaders) experience more stress than managers who can express their true emotions.

During spring 2020, the coronavirus pandemic forced very rapid changes in every operation of the municipal organization. While the forced changes differed in various divisions (for example, in Health Care massive increase of operational work, and in Culture and Leisure massive decrease in operational work), the widely shared sentiment in the organization was that the situation was grave. The 'rally around the flag' effect emerged both in national and organizational levels. During the early days of the pandemic, the leaders of the organization were kept at an even closer eye than earlier by their followers. The leaders themselves experienced an even narrower emotional range of expressions available to them. And as the crisis prolonged, emotional strain increased.

The 2020 organizational challenge were the ever-changing demands that led to feelings of fear and irritation associated with losing control over external threat. A person gets tired of not retaining control over what is essential to her. We observed how the phrase "this discussion is important so that we can maintain our experience of control" was repeatedly used at management meetings. During the crisis, leaders were not immune to feelings related to loss of control. Previous research suggests that in crises and unforeseen situations, managers' emotional work reveals more positive emotional expressions than what they truly experience, because they seek to increase employee confidence and optimism (Humphrey et al., 2008). The possibility to embrace authentic emotional labor would be important for managers in such situations. We interpreted that the aim to maintain a sense of control via meeting discussions was precisely related to authentic emotional work – leaders shared their experiences and emotions to maintain their ability to function.

Right before Christmas 2020, a divisional leader addressed his organization. The pandemic had radically reorganized everything that his division was normally occupied with. Some of his employees had been out of work for nine months, and some were overburdened with new responsibilities and tasks.

# FROM ANNOYANCE TO BEING TOUCHED: LEADERS' EMOTIONAL LABOR DURING INTERNAL AND EXTERNAL CHANGES ... CONTINUED

In his Teams talk, the leader encouraged everyone to close their Teams screens and emails for half an hour and focus on a Christmas choir concert. His message was to calm down, focus on something else than your work, take a moment, rest, and gather strength for the future both during the concert and the coming holiday season. We scholars witnessed his talk and were impressed by his sincerity. Later, we discussed the situation with him, and his personal view was that his performance had been a failure. He felt that he had succeeded in expressing empathy (I am aware that you all are tired) but had made an error in personally expressing sympathy (I am tired as well). Our message to him was that his authenticity had made his talk even more touching. His candidness was, unaware to him, his greatest strength.

Emotions are an important component in change leaders' toolkits. They can be used to both promote and disarray change, and yet sometimes leaders' emotional expressions have only limited effect. In the municipal organization's restructuring effort, the contrasting positive and negative views of change resulted in the emergence of diverging 'postalgic' and 'nostalgic' change stories. The unconnected change narrations led to only limited leader emotional influence in the organization. On the contrary, the pandemic crisis created a widely shared, drastic emotional context the leaders were required to respond to and emulate in their emotional labor. This was experienced as emotional convergence and a sense of authenticity in the organization, much more so than during the organizational restructuring. Therefore, emotional influence does not emerge when leaders solely act or express certain emotions. Yet, at an opportune moment emotionality can be the crucial difference maker in leadership.

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# SAP AROUND THE GLOBE: THE STRATEGY-AS-PRACTICE GROUP IN BRAZIL

Rodrigo Assunção Rosa

Brazil, a country with more than 200 million inhabitants, has a highly engaged academic community nationally and internationally despite being distant from European lands. Among universities and faculties, we have around 107 institutions with thousands of researchers involved in producing scientific knowledge in business and management fields. We also have one of the largest conferences in the world, the ANPAD Meeting, managed by our National Association of Postgraduation and Research in Administration, which is in its 45th edition this year and is engaged in a consistent endeavour toward the promotion of teaching, research and knowledge building in the field of Business and Public Administration, Accounting and related areas in Brazil.

After several formal and informal meetings between researchers in our field, especially working with practices and processes perspectives, in early 2021, we decided to institutionalize our Research Group "**Strategizing: Social Practices and Processes**". In addition to formalizing initiatives between researchers interested in strategic practices and processes, our goal is also to seek synergy and new connections between Brazilian and international scholars.

This is an initiative idealized by Brazilian researchers: **Rosalia Lavarda** (Federal University of Santa Catarina), **Natalia Rese** (Federal University of Parana), **Diego Coraiola** (University of Alberta), **Eduardo Villar** (Regional University of Blumenau), **Marcos Correa** (State University of Paraná) and **Rodrigo Assunção Rosa** (Positivo University), registered in our National Council for Scientific and Technological Development (CNPq).



This semester, we organized two special webinars presented by **Dr. Diego Coraiola**, PhD. (University of Alberta) about "Scents of the Past: Family Heritage and Strategic Renewal at Granado Farmácias", and a special SAP-scholar participation with **Dr. Violetta Splitter**, PhD (University of Zurich) talking about "Practice Theoretical Perspectives on Open Strategy: Implications of a Strong Programme" ([link](#) for the webinar). Our group also organized the track "Strategizing and Its Multiple Connections: Recognizing the Dialogues between Perspectives and the Space of New Ideas in Strategy" at the ANPAD Meeting that will take place in October. We received exciting papers to encourage discussions according to this year's call for papers.



We are very honoured to be part of the SAP community and look forward to building bridges and new connections with the international research community in strategy-as-practice to strengthen our "**Strategizing: Social Practices and Processes**" group.

For further information, see the SP&P social media at:

<https://www.linkedin.com/in/strategizing-social-practices-and-processes-084116207/>



## Strategizing Activities & Practices

**Outgoing IG Chair:** Rajiv Nag — Drexel University (rn362@drexel.edu)

**IG Chair:** Virpi Sorsa — Hanken School of Economics (virpi.sorsa@hanken.fi)

**IG Chair Elect:** Katharina Dittrich — Warwick Business School (Katharina.Dittrich@wbs.ac.uk)

**Program Chair:** Leonhard Dobusch — University of Innsbruck (Leonhard.Dobusch@uibk.ac.at)

**PDW Chair:** Eric Knight — Macquarie Business School (eric.knight@mq.edu.au)

**Secretary:** David Oliver — University of Sydney (david.oliver@sydney.edu.au)

**Membership Chair:** Tania Weinfurtner — University of Zurich (tania.weinfurtner@business.uzh.ch)

**Treasurer:** Carola Wolf — University of Liverpool Management School (c.wolf@liverpool.ac.uk)

**Social Media Chair:** Georg Reischauer — WU Vienna & JKU Linz (Georg.Reischauer@wu.ac.at)

**Representative-at-Large:** Renate Kratochvil — BI Norwegian Business School

(renate.kratochvil@bi.no)

**Representative-at-Large:** Christina Wawarta — University of Warwick

(christina.wawarta.15@mail.wbs.ac.uk)

**Representative-at-Large:** Fleur Deken — VU Amsterdam (f.deken@vu.nl)

**PLEASE GET IN TOUCH & VISIT US @**

<http://sap.aom.org/>