STRATEGY SCIENCE

Call for Papers

Special Issue of *Strategy Science*:

Reinvigorating Research on Organizational Culture and its Link to Strategy

Editors

Jennifer A. Chatman, University of California, Berkeley

Robert Gibbons, MIT

Amir Goldberg, Stanford University

Olivia (Mandy) O'Neill, George Mason University

Lauren Rivera, Northwestern University

Jordan Siegel, University of Michigan

Sameer Srivastava, University of California, Berkeley

Roberto Weber, University of Zurich

Todd Zenger, University of Utah

Submission Deadline: October 1st 2019

An organization's culture has long been recognized as a key contributor to its strategic success, as well as to how its members—the people and groups within it—behave. Given the importance of the links between organizational culture, strategy, and firm performance, *Strategy Science* is hosting a special issue on different facets of this topic.

The special issue aims to tackle two core questions: First, how do different conceptions of culture relate to one another in organizational contexts, and second, how can integrating these different conceptions help to advance our understanding of a firm's strategy and performance? Schein (2010) proposed a theoretical framework, widely adopted in organizational research, in which culture consists of three interrelated layers: underlying assumptions and beliefs (that may be conscious or unconscious); norms and values about appropriate attitudes and behaviors (that may be espoused or real); and artifacts that may reflect these (e.g., symbols and language). Yet different literatures in organization (Chatman et al. 2014, Gupta, Briscoe, and Hambrick 2016, Corritore et al. in press, Kim & Toh 2018, Srivastava, Goldberg, Manian, and Potts 2018, Dutton et al. 1999, Taracki et al. 2017) and strategy research (Barney, 1986, Gibbons and Henderson 2012, Morris et al. 2017) have focused on the performance implications of certain cultural features over others, resulting in an incomplete and inconsistent understanding of the link between culture, strategy, and performance.

Further, there have been important developments exploring the role of culture within the economics (Kreps 1996, Crémer 1993, Weber and Camerer 2003, Guiso, Sapienza and Zingales 2015, Burks and Krupka 2012) and sociology (Benford and Snow 2000, DiMaggio 1997, Zerubavel 2009, Lamont 1992, Patterson 2014, Small, Harding, and Lamont 2010, Somers 1994, Swidler 1986, Vaisey and Lizardo 2010, Goldberg et al. 2016, Weber 2005) literatures, as well as the field of cross-cultural studies (Gelfand et al. 2011, Anicich et al. 2015, Hofstede 1980, Schwartz 1999, Siegel, Licht, and Schwartz 2013). Yet, these diverse strands of research have, to a large degree, not entered the discourse in the strategy field.

Which of these lenses is most useful for understanding an organization's approach to and success in developing and implementing strategy? What complementary insights can be gained from juxtaposing these different approaches? What are potential unifying frames that can integrate these divergent perspectives and allow for greater cross-disciplinary exchange and synthesis as well as insights to managers? In addition to these foundational questions about the nature of culture, the special issue aspires to advance our understanding of questions such as the following:

- What is the relationship between an organization's strategy and its culture? Under what conditions does culture enable effective strategy formulation and execution? Conversely, how does culture constrain or hinder strategy formulation and execution?
- What is the role of culture in business unit and corporate-level strategy?
- How do boards and of other governance mechanisms shape strategy?
- How do leaders influence culture and how can they promote successful cultural integration—for example, following a merger, acquisition, or organizational restructuring?
- Which organizational practices, policies, and procedures are effective in shaping workplace culture toward desirable ends? How can field experiments help inform our understanding of what works and in which organizational contexts?
- Are there predictable ways in which cultures evolve as an organization grows and ages? How do organizations scale their cultures?
- How is the role of culture in shaping individual and organizational outcomes changing in light of the rapidly evolving landscape of work (e.g., the rise of the gig economy and contract work, declining attachment of individuals to organizations, growth of new technology platforms for workplace communication)?
- What are the benefits and detriments of a strong culture? What are the cognitive mechanisms by which strong culture influences individual action?
- When and how does person-culture fit matter? Under what conditions is hiring and socializing employees for cultural fit beneficial? What are the implications for emphasizing person-culture fit or misfit for workplace diversity and inclusion?
- What is the relationship between workplace culture and the social networks in which workers are embedded? How is culture transmitted interpersonally? Through what mechanisms?
- What aspects of culture (e.g., the specific content of norms or the distribution of these norms) matter for different organizational-level outcomes—e.g., growth, innovation, and inclusion?
- How does organizational demography interact with culture to affect how people construe action and behave?
- What are the homogenizing factors that influence organizational culture—for example, regions / geography, industries / sectors, dominant occupations?
- How can emerging computational methods complement prevailing approaches (e.g., interviews, surveys, participant-observation) to help us gain traction on this agenda?

We welcome a broad range of methodological approaches, including mixed-method approaches. We are especially interested in papers that attempt to integrate different disciplinary perspectives on culture and offer implications for organizational performance.

Manuscripts for the special issue are to be submitted by October 1, 2019. Manuscripts that do not appear to fit the topical focus of the special issue will be considered, with the authors' approval, for a regular issue of *Strategy Science*. *Strategy Science* is a quarterly journal looking to publish a small set of high-quality articles in each issue that address central topics in the field. Authors can expect rapid and high-quality reviews by appropriate leading scholars in the field and clear editorial guidance should a revision be requested. For information about the journal and to submit a manuscript please see this link: http://pubsonline.informs.org/journal/stsc.