

SAP Newsletter

SAP IG Review Results! Richard Whittington (IG Chair, University of Oxford)

Welcome to the May 2013 SAP Newsletter. We have a strong theme about teaching as well as news on recent and forthcoming SAP-related special issues and books. We also flag key *Academy of Management* conference activities, including invitations for the paper-development session during the PDW and a guide to newcomers. And there is a special section introducing students just completing their PhDs in the SAP area – watch out for these emerging scholars!

But we also have some important business. First of all, we can announce that we have just successfully gone through the *Academy of Management's* formal review process, due at the initial three year point. The Interest Group has been approved for a further five years. Both our submission and the Academy's review report will be available on our website: <http://sap.aomonline.org/>. Many thanks to all who responded to the survey that informed our submission. The Academy noted particularly the high response to the survey and the strong affiliation members have, as well as our international scope and the support offered to newer scholars. It supported the possibility of moving to full divisional status in the future and endorsed the proposed name change to 'Strategizing Activities and Practices'. The Academy also encouraged us to strengthen our North American membership and to attend carefully to developing the next generation of IG leadership.



*Do feel free to collar the Interest Group's Officers at the Academy meeting: from left, Chahrazad Abdallah, David Seidl, Charlotte Cloutier, Richard Whittington, Curtis LeBaron, Saku Mantere, Sotirios Paroutis and Tomi Laamanen
(PDW chair Anne Smith kindly took the photo)*

This takes us to our second item of business, *the IG elections*. The next page introduces the elections and the candidates, both for PDW Chairs and for Representatives. This is your chance to shape the next generation of SAP leadership over the coming years. Curtis LeBaron explains the process over the page: click the link and you're nearly done.

It's a good moment too to thank existing and retiring IG officers. It is their hard work, and that of the advisory board, that has got us to where we are now, with well over 500 members. It will be good to see the next generation of officers emerge, and I trust that they will have the same level of membership support and engagement that has been so wonderful so far.

Please Vote Now!
Curtis LeBaron (Past-Chair)
Brigham Young University

The 2013 elections are underway for divisions and interest groups at the Academy of Management. Use the link below to access a ballot and cast your vote for new leaders of Strategizing Activities and Practice (SAP): <http://apps.aom.org/DivElection>



This year SAP will fill two leadership positions: “PDW Chair” and “Representative.” The elected PDW Chair will serve for a term of one year and then annually advance to other leadership positions: Program Chair, Chair-Elect, Chair, and then Past-Chair. Thus, appointment as PDW Chair represents the possibility of a 5-year term of service.

The elected Representative will serve as a member of the SAP Executive Committee for a term of 3 years. All of our candidates are highly qualified scholars, educators, and/or practitioners, which bodes well for the future of SAP. They also represent the diversity (intellectual, geographical, cultural, etc.) that is a strength of our interest group. We should all be grateful for their willingness to participate in the election process and to serve if elected.

Please **vote before May 16** when the SAP election will close. By participating in the election process, you help to strengthen our interest group.

Our candidates (with photos and brief bios) follow:

Candidates for PDW Chair (listed alphabetically)

Jane Lê

My research centres on the social practices and processes that underpin strategizing in complex, dynamic and pluralistic organizations. My work has been published in Organization Science, Strategic Organization, Organization, and IHRM, and received awards from AoM and SMS. I am an active member of the SAP



community, contributing to its visibility and growth. For instance, I am finishing a three-year term as

Representative-at-Large, where I promoted SAP within the Academy and hosted our website. I

also make contributions beyond AoM, reviewing for conferences and journals, convening conference streams, and co-editing a BJM special issue on SAP. If elected, I could continue these efforts, helping to grow the interest group and further improving the visibility of SAP within the broader management field.

Rajiv Nag

I am currently serving as an assistant professor of management at Georgia State University's



Robinson College of Business, Atlanta, USA.

Rajiv holds a PhD in Management from Penn State University. In my research, I invoke ideas from American pragmatist- and European social practice-based philosophical traditions to inquire about

the interplay of organizational knowledge and social identity in influencing various strategic activities such as change, innovation, and alliance formation. My work has been published in the Academy of Management Journal, Strategic Management Journal, and the Journal of Management Inquiry. I have been actively involved in serving the SAP division's activities at the AOM meetings, particularly in the capacity of paper session and PDW discussant/mentor. My vision of SAP is that it becomes the preeminent division that represents and lends a scholarly space to process research and research using constructivist/hermeneutic/interpretivist approaches. Another key desire is to work towards broadening SAP's reach beyond its predominantly European anchoring and connecting it with a wider international audience.

Candidates for Representative (listed alphabetically)

Martin Friesl

Martin is a Lecturer in Strategic Management at Lancaster University Management School. He received his PhD from University Bw Munich and his BSc/MA from LMU Munich. In his research Martin explores the micro-level aspects of competitive strategy, with a particular focus on the development and change of organizational routines and capabilities. Martin teaches strategy on Lancaster's Full-time and Global MBA programmes, as well as the MSc in International Business. Before becoming an academic, Martin worked as a project manager for change management with Siemens AG, as a free-lance consultant as



well as in various finance roles in Germany, UK and China. SAP is a vibrant and diverse research community. As representative of 'Strategizing Activities and Practice' at AOM his aim is to help facilitate the dialogue within the community.

Winston Kwon

I am a Lecturer in Strategic Management at Lancaster University Management School. My research interests include practices perspectives on decision-making processes and the role of framing in shaping strategic initiatives. My research has been published in the Journal of Management Studies, the British



Journal of Management and Discourse & Communications. Prior to returning to academia, I have worked in a number of finance and strategy roles in the technology and consumer firms. I believe that SAP within

AOM can be strengthened in two ways: firstly by being a conduit for interdisciplinary concepts and ideas from allied disciplines in the social and natural sciences, and secondly by helping to better disseminate insight from extant practice research to the management practitioners and students.

Viviane Sergi

I am Assistant Professor in the Management and technology department at ESG UQAM, in Montréal, Canada and I am a member of the Strategy as Practice Study Group at HEC Montréal. I completed three years of postdoctoral research at the Royal Institute of Technology in Stockholm (Sweden) and at the Canada Research Chair in Strategic Management in Pluralistic Settings, HEC Montréal. My research deals with

performativity, temporary modes of organizing, materiality and leadership, and has been published in Academy of Management Annals, Scandinavian Journal of Management, and in Qualitative Research in Organizations and Management. I have been involved in the SAP



field for many years, participating in conferences and workshops, and have always found it to be one of the most welcoming, vibrant and stimulating academic communities around. The SAP community is thriving at the Academy, and the enthusiasm surrounding its research agenda should be sustained in a wide variety of activities. As a representative, I would see myself as contributing to the SAP Interest Group promotion and its good functioning, as well as fostering the development of novel activity formats.

Paul Spee

My research interest focuses on the role of sociomateriality, such as strategy tools or strategy documents within strategy processes. In addition to publishing the first literature review on strategy-as-practice in the



International Journal of Management Reviews (joint work with Prof Paula Jarzabkowski), my work has been published in Organization Studies, Strategic Organization, and the European Management Journal. For the past 8 years, I have already been an active member of the

SAP community, reviewing SAP-related manuscripts, hosting workshops and co-convening conference streams. I am keen to

continue the outreach of the SAP international network and to have an impact on the direction of the interest group and community at large.

Robert Wright

Dr Wright recently served as the Chairperson for the Strategy Practice IG of the Strategic Management Society, and is currently the Associate Program Chair for the Teaching



Community of SMS. He sits on the Editorial Review Boards of the Academy of Management Review, Organizational Research Methods and as Associate Editor for Journal of

Management Education. To advance strategy-as-practice, we need to gain a peripheral understanding of the thinking, feeling and acting of strategic work. This will encourage differing epistemological and ontological orientations to help advance what we already know, don't know and need to know. Robert's research looks at the intersection between clinical psychology and managerial cognitions. He has published in the Journal of Management Studies, Organizational Research Methods, Research Methodology in Strategy and Management, Leadership Quarterly, Journal of Organizational Behavior, Journal of Constructivist Psychology, inter alia. Robert is also a graduate of executive development programs in IMD in Switzerland, and the Harvard Business School.

Teachers Too!

This edition of the newsletter features a strong focus on teaching Strategy-as-Practice, announcing two dedicated events and a new textbook. Together these should help stimulate new ideas for teaching SAP ideas and debate about how best to do it. See the next three items and follow-up the contacts if you would like to know more.

Advancing SAP through Teaching: Upcoming AoM PDW!

While strategy-as-practice started out as a largely research-based and academically-focused community, there is an increasing



desire to engage and share knowledge with practitioners and students. This is partially because SAP is practically relevant and partially because teaching SAP helps us better understand and disseminate our own

work. Thus, several teaching-based projects have started to emerge. For instance, SAP-themed handbooks and textbooks have been published, workshops and training sessions held, a teaching repository created, etc. SAP is starting to reach out!

One of the things scholars often tell us is that they would love to teach SAP but they don't quite know how! So we thought we would help them by surveying SAP scholars to find out just that. To our surprise, although many scholars introduce SAP concepts and themes into their teaching, few actually teach SAP and those that do use a variety of different approaches (- If you do teach SAP, and haven't talked to us yet, please get in touch, as we would love to hear from you!).

To showcase some of innovative approaches, we organized a PDW at this year's AoM Annual Meeting. The workshop uses vignettes to illustrate different ways of teaching strategy-as-practice. Drawing on the techniques of experienced and emerging scholars such as Julia Balogun, Loizos Heracleous, Winston Kwon, Johan Roos, Eero Vaara, and Richard Whittington, the PDW explores different ways of approaching teaching and disseminating the SAP perspective. This involves, for instance, using practical exercises and presenting practice theory as a way to understand and inform what people do when they do strategy. If you want to learn more or think you can contribute to these efforts, please join us in Orlando!

The workshop is currently scheduled to take place on Saturday, Aug 10 2013, 2:45PM - 5:15PM at WDW Swan Resort in Swan 5. (Please check the schedule again nearer the time in case of changes!).

Let's start teaching the talk!

Stéphane Guérard
Stanford University
sguerard@stanford.edu

Jane Lê
University of Sydney
jane.le@sydney.edu.au

London SAP Teaching Workshop, 30 May

In the last fifteen years, SAP studies have provided some interesting insights into strategizing practices, and debated thorny methodological concerns. However, the challenges related to teaching SAP have been a key concern of this community from its inception.

Sponsored by the British Academy of Management, we are running a workshop on

the 30th May, in London, to discuss these challenges and how we may advance teaching SAP to undergraduates and postgraduates, details can be found here:

<http://www.bam.ac.uk/civicrm/event/info?reset=1&id=1681>.

Please don't hesitate to get in touch if you have any queries.

Tamim Elbasha (tamim.elbasha@open.ac.uk)

Teaching Strategy-as-practice

Stéphane Guerd (University of Zurich) and *Jane Lê* (University of Sydney).

One basic mission of the strategy-as-practice (SAP) community is the production of knowledge relevant for practitioners. While a significant amount of such knowledge has been generated, we think that more effort needs to be devoted to teaching it.

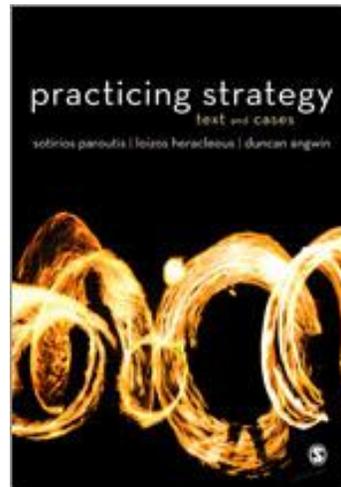
Two years ago, we surveyed the approx. 500 people registered to the SAP website (www.s-as-p.org). While several expressed interest in teaching the practice of strategy, few people were actually teaching it. Since then, several initiatives have emerged (e.g., the textbook *Practicing Strategy* (2013) written by Paroutis, Heracleous and Angwin and the online series of short lectures on SAP (www.hstalks.com)). These efforts suggest that the strategy-as-practice community is taking a significant step toward reaching a larger audience. However, more needs to be done.

The SAP website (<http://www.s-as-p.org/>) now has a section called *teaching material*. We envision that this will become an important community resource. Thus, in order to expand this repository, we ask you to please send us any material that you use or would use to teach SAP (e.g. case studies, syllabus).

We encourage you to integrate this knowledge developed by our community into your teaching.

Practicing Strategy: Text and Cases A Textbook Designed for Strategy-as-Practice Modules

After many helpful debates with many SAP friends over the past few years, we realized the



need for a textbook dedicated to strategy-as-practice ideas. Such a textbook was something our students have also been asking for. This dual need is not surprising: our great community develops superb insights that have the potential to help us innovate in

our teaching; our students seek out new ways of thinking and acting around strategy - and we now have the insights to support them. Having resources, such as textbooks, help us legitimize our distinctive approach to studying strategy in the eyes of our colleagues, our administrative staff and more importantly – in the eyes of our students.

We offer *Practicing Strategy* as the first textbook dedicated exclusively to strategy-as-practice themes. It provides an introduction to strategy-as-practice and a chapter-by-chapter discussion of its main components. Included you will also find numerous mini-cases and a final section containing longer cases from Apple, Centrica, Marconi, Lafarge and Wikimedia. The Apple case has been awarded the 2013 ECCH Case of the Year Award. More details are available at: goo.gl/NIUmB

We hope you will find the textbook helpful in your efforts to teach SAP – we have found it a great resource for our strategy-as-practice modules and our students have already embraced it.

Still unsure about teaching SAP? No problem, drop us a line and we will try to help you out.



Spend a Day with SAP at the AoM

The SAP Interest Group organises a regular Professional Development Workshop day at the beginning of the Conference, with opportunities to hone your research and teaching and to meet up with the community. PDW organiser Anne Smith walks you through – look out especially for the breakfast and volunteer papers for the paper development session!

Whether you are curious to learn more about SAP, considering adding an SAP dimension to your class, or a scholar immersed in SAP research, consider spending Saturday at AOM with SAP! On Saturday, we have a full line-up of PDW sessions at the Swan Resort which run the gamut from SAP basics to emerging SAP research topics to how to teach SAP.

Set your alarm early to attend the 7:30-8:30 **SAP doctoral breakfast** on Saturday morning. Doctoral students (and their supervisors) are especially invited to meet a mix of senior and junior SAP scholars in an informal setting. We will be providing a full breakfast sponsored by New College, University of Oxford. The event is open to all SAP members.

Please consider submitting a manuscript to the **paper development session**, which will

immediately follow the breakfast from 8:30-10:30 in the Swan Resort. We urge doctoral students and scholars in general grabbing with a manuscript to submit it by June 15 to Chahrazad Abdallah (c.abdallah@bbk.ac.uk). Authors will be informed of acceptance of their manuscript to this PDW by early July. We hope to select up to 12 papers for this development session. Each paper will be matched with an experienced scholar who will review one or two manuscripts and share specific viewpoints on how to develop the paper. Just like a master class, anyone is welcome to sit in and hear these conversations between manuscript author and more experienced scholar.

From 10:30 to 12:30, just after the paper development session, wander down the hall to another Swan meeting room where we will host a panel to discuss **publishing in SAP**. This panel will include editors from top journals who have committed to provide commentary and feedback to SAP scholars about getting their manuscripts accepted for publication.

Starting at 12:30, a panel of scholars will discuss **New Directions in SAP research**, again in the Swan resort. This panel is an eclectic and accomplished mix of junior and established SAP scholars from North America and Europe. Feel free to pick up a sandwich and “brown bag” it during this session!

From 2:45 to 5:15, **Teaching SAP** will be the focus of this PDW, led by Stephane Guerard (Stanford) and Jane Kirsten Le (Univ of Sydney). This is the first time this session had been held at AOM. If you are not sure how to teach SAP or include in an existing course, this session will provide specific pointers and hands-on exercises in how to incorporate SAP ideas into the classroom.

So, join us from 7:30 until 5:15 for full immersion into the SAP area of research and teaching!

Unpacking Process at the AoM

Vacationing in Orlando this August? Then come to the PDW “Unpacking Process in Organizational Search” at the Academy of Management. The PDW was designed to bring more of a process focus to research on organizational search – a goal very much aligned with strategy as process research. It brings together leading scholars—including Gino Cattani, John Joseph, David Obstfeld, Nils Stieglitz, and Mark Zbaracki—who will initiate a discussion of how methodological choices influence theorizing about search and on future directions for search research. We look forward to seeing you there!

Sam MacAulay and Amit Nigam
– Co-organizers.

The Academy for First-Timers

*Katharina Dittrich (University of Zurich)
(We reprint this invaluable guide as preparation for the upcoming Conference)*

Maneuvering through the largest management conference worldwide can be a daunting task for PhD students and other first-timers, but focusing on a few essentials may help you to make your way through the conference jungle: (1) pre-conference workshops (so-called PDWs), (2) symposia and (3) business meetings and informal receptions.



PDWs are a great opportunity to engage in intensive, even one-to-one discussions with senior scholars (e.g. the SAP Paper Development Workshop), to meet your peers and realize they face the same anxieties and fears as you (e.g. the OMT Doctoral

Consortium) and to get a sense of where particular research fields are heading (e.g. “New Directions in Research on Strategizing Activities and Practice”). Remember to look for and register early for PDWs as some of them require a separate application and have deadlines as early as mid-May.

During the main conference, focus on *symposia* because they offer greater coherency between the presentations and often assemble a number of leading scholars in a particular field, so it is easier for you to find the group of scholars you want to talk to.

However, don’t get too caught up in the conference schedule and make sure you attend a number of *business meetings and receptions* (e.g. the SAP Business Meeting and Party). Enjoy the delicious food and drinks, relax and suddenly you may find yourself engaged in a discussions with scholars you have always wanted to talk to.

Some last words of practical advice. Consider staying in an apartment with other PhD students because it is lighter on your travel budget and simply more fun. Make sure to bring warm clothes for the conference, unless you feel comfortable in the fridge-like temperatures of American air-conditioning. And finally, don’t forget to take the opportunity to do some sightseeing and go to Disneyland.

Emerging Scholars Round-Up

This Newsletter showcases the latest ideas from SAP doctoral students just finishing their PhDs. Watch out for these students in the coming conference season!

Meetings and Routines in the Strategy Process

Katharina Dittrich is a doctoral student at the Chair of Organization and Management (David Seidl) at the University of Zurich. Her

dissertation focuses on the role of meetings in the strategy process and the formation and development of strategically important routines. Katharina carried out a one-year ethnographic study at a start-up company in the pharmaceutical industry, observing interactions at the board, management and employee level. In 2011, Katharina received the s-a-p best paper award at the Academy of Management Meeting for her paper on the role of meetings in the strategy process. Last year, Katharina spent 3 months at the Saïd Business School, University of Oxford, with Richard Whittington as her academic advisor. She will finish her PhD in the spring of 2014. Prior to her doctoral studies, Katharina worked 3 years as a strategy consultant at Booz & Company (katharina.dittrich@business.uzh.ch)

Practical relevance of strategy research

Violetta Splitter is a doctoral student at the University of Zurich's Chair of Organization and Management (David Seidl). Her research interests include the relations between strategy research, education and practice, in particular the transferability and the practical relevance of management ideas and concepts. In her research she primarily employs a Bourdieusian practice perspective. Her dissertation papers have been published in the Journal of Applied Behavioral Science and in Organization.



Together with David Seidl, she organized a showcase symposium on practical relevance of practice-based studies at the AOM 2012. Violetta is the Membership Chair of the Strategy-as-Practice International Network website. Currently she spends a research stay, funded by the Swiss National Science Foundation, at HEC Montréal (Ann Langley). She will finish her PhD in spring 2014. (violetta.splitter@business.uzh.ch)

The 'Invisible Presence' of Strategy Tools

Suela Haxhiraj (Suela.Haxhiraj@sbs.ox.ac.uk) is a fourth year DPhil Candidate at the Saïd Business School, University of Oxford. In her dissertation, Suela focuses on analytic strategy tools (e.g. frameworks and methods in support of solving strategy problems), aiming to further our understanding on the patterns of their use, their embeddedness in strategy projects, as well as the ultimate purposes they serve. Her findings show that analytic strategy tools are used more than we think, especially in the backstage work of strategy teams; the use of these tools follows a sequential pattern (some tools are used more in specific phases of strategy projects); and their presence in strategy projects is not always evident at first sight – tools tend to be disassembled and reassembled by their users, to create new



tools, which are thereafter addressed explicitly or implicitly by strategizers and their audiences. Hence, her thesis proposes an “invisible presence of strategy tools”, especially as observed in the work of experienced strategy

practitioners. In her study, she adopts a “strategy as practice” lens, theoretically accessing the use of strategy tools through “reflection in action” and sensemaking.

The Adoption of Strategy Tools

Bruno Oliveira has recently submitted his PhD thesis, at Aston University (UK), on the topic of the adoption of strategy tools. In June, he will be taking up a lectureship at the University of Bath. His PhD thesis investigated the reasons that contribute to managers' intentions to adopt specific strategy tools. Based on the theory of reasoned action and related theories, the thesis developed a theoretical model that hypothesised that managers intentions to

adopt strategy tools were driven by three key factors: perceptions of tools' technical characteristics, perceptions of social expectations and perceptions of control over behaviour. These hypotheses were supported in a large-scale survey administered in partnership with the Chartered Management Institute. Bruno has been working on the topic of strategy tools for the past 5 years (including his Master's dissertation), has begun publishing in the area, and is keen to develop this research further.
(olivebjo@aston.ac.uk)

Discursive Processes in Innovation

Roger Förström is a third year doctoral student at the Hanken School of Economics, department of Management and Organization. Roger's research is focusing on discursive processes in the formation of innovation in organizations. Questions include: How and why is innovation knowledge formed in organizations? What rules determine the discursive formation of innovation knowledge? What are the discursive strategies and tactics by which innovation knowledge is formed? What are the implications of the discursive formation of innovation knowledge on the organization's processes for anticipating and developing towards future demands? And so forth. To explore these questions Roger is currently applying a Foucauldian (archaeological) framework in a longitudinal participatory ethnography in a governmental organization. In addition Roger also has an interest in other organizational processes such as strategy, in particular in their inter-discursive relationship to innovation. He is also interested in the philosophy of science and processes of power in organizations. Before joining the academia Roger previously worked for seventeen years with management and development of innovation in a large multinational corporation.
(roger.forstrom@hanken.fi)

Middle Managers' Discursive Strategies

Philip Gylfe is a PhD Student at the Department of Management and Organization at the Hanken School of Economics in Helsinki,



Finland. Philip is interested in how middle managers foster agreement on strategy initiatives in their teams. By analysing the discursive strategies adopted by middle managers, the focus of this project is on

the way middle managers use professional identity based language. Philip is interested in the journalistic profession and is conducting a large scale video based ethnography at the Finnish national public service broadcaster YLE.
(philip.gylfe@hanken.fi)

Practices of Wargaming Groups

Mikko Vesa examines the strategic practices and processes of virtual gaming organizations. Based on 39-month ethnographic participant observation study of five player organizations in the massive multiplayer computer game World of Warcraft the study outlines the pertinent qualities of novel virtual organizations with regards to issues such as managerial practices, organizational boundary management and the temporal sequencing of strategizing activities. The study also explores the nature of studying online environments through ethnography and discusses the specific problems associated with combining ethnography and a study of strategic micro practices.
(mikko.vesa@hanken.fi)

Middle Managers in Strategic Change

Sebastian Fourné (sfourne@rsm.nl) is a third year PhD Candidate at the Department of Strategic Management & Entrepreneurship of the Rotterdam School of Management. One of Sebastian's projects focuses on the joint influence of top and middle management on organizational change, specifically interface mechanisms linking top and middle managers that drive strategy implementation processes and outcomes. Another study reveals that change initiated by middle managers and managed by top managers engenders the strongest degree of employee commitment to change - although these were the least common forms of role involvement among these actors. Additionally, in a meta-analysis Sebastian tries to address fundamental debates in exploration-exploitation research by scrutinizing the impact of conceptual and contextual boundary conditions on the association between exploration and exploitation. Furthermore, Sebastian investigates the underpinnings and drivers of strategic agility as MNEs try to sense and seize opportunities across emerging and established markets.

Knowledge in the Alliance Process

Esam Halawani is a 4th year PhD student at the Management School, The University of Sheffield. Research in strategic alliances had extensively provided advice for MNCs to internationalise however, understanding the impact of such partnership on local partners is generally under-researched. Thus, Esam's research aims to understand the impact of procedural knowledge and learning transferred from MNCs on Saudi distributors' competitiveness. By understanding the process by which required practices (specifically in logistics, sales and accounting knowledge streams) are transferred from MNCs to the distributors, how the latter develops competitiveness in the Saudi market is

understood. Esam adopted an "event-and-outcome" process-based approach favoured by Andrew Van de Ven (2007). The findings include a universal description of a transfer process that is contingent upon a range of factors (adopted from literature and emergent) to capture the uniqueness of the relationship between partners and their contribution to the process. As an outcome, distributors reap a range of benefits in each knowledge stream among which dynamic capabilities and competitive advantage.
(e.halawani@sheff.ac.uk)

Knowledge Management Practices and Artefacts

Emmanuel Bonnet at Clermont University is completing his thesis as part of the "Management of Extreme Situations" research program (Garel, Lièvre, 2010). We address the following research question: how does knowledge management allow us to rethink logistics? We discuss the mainstream view in logistics that draws on an abstract view of the knowledge creation process, within a decontextualized representation of the organisation. We also discuss the emerging Practice Based View in Knowledge Management that highlights the dynamics between artefacts and practices. Our research field is the simulation of a Mars exploration mission in the Utah desert. Based on ethnographic methods, our results show that on-going practices are both source of learning and performativity. We thus provide critical insight for space exploration logistics, and challenge received wisdom about managerial practices.

(emmbonnet@gmail.com)

Sense-making in Sustainability Strategy

Lynn A. Keeyes is completing her PhD during 2014 at SKEMA Business School, Lille, France. Her dissertation investigates the relationship between corporate and project sustainable development. Project SD strategy is the missing link. The research is guided by a theoretical model for understanding project SD strategy formulation, induced from a literature review. The study's theoretical perspective is sense making/strategy-as-practice and emergent strategy. The research proposes project SD strategy formulation is a cyclical and iterative process, involving sense making, sense giving and social construction with project stakeholders, considering corporate SD aims. The research is qualitative, social constructivist and uses expert interviews and is intended to co- create new insight applicable to project SD practice and relevant to theory.
(lakeeyes@gmail.com)

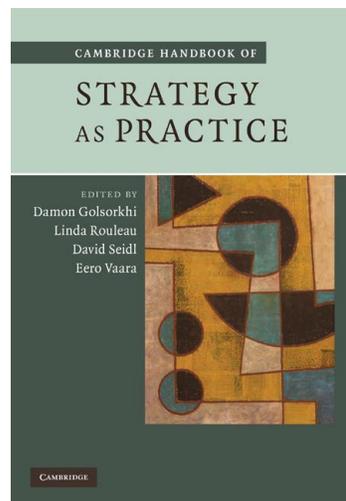
Publications News!

We feature an update to the Handbook of Strategy as Practice and two journal special issues.

Second edition of the Cambridge Handbook of Strategy as Practice!

The first edition of the Cambridge Handbook of Strategy as Practice was published three years ago. In the meantime the field of SAP research has moved on considerably. In order to account for these developments we are currently preparing already a second edition. This will allow us to revise and expand the existing chapters in order to integrate new developments with regard to particular topics. In addition to that we will add two new parts to the Handbook – allowing us to address new topics and invite a lot of new scholars on board. One part is concerned with the role of

different Organization and Management Theories for SAP research such as the Theory of Routines and SAP (Martha Feldman), RBV and SAP (Patrick Regnér), Identity Theory and SAP (David Oliver), Sensemaking and SAP (Joep Cornelissen), Theories of Power and SAP (Stewart Clegg and Martin Kornberger), Critical Approaches and SAP (Hugh Willmott),



Institutional Theory and SAP (Michael Lounsbury and Michael Smets), Attention-Based View and SAP (William Ocasio). The second new part will provide overviews of developments in substantive topic areas of SAP research such as strategy

tools/artifacts (Jane Le), middle managers in strategizing (Steve Floyd, Linda Rouleau, Julia Balogun), strategic planning (Ann Langley), emotions in strategizing (Ethel Brundin and Feng Liu), text and talk in strategizing (Francois Cooren) and strategy profession (Richard Whittington). Furthermore, we will add new methodological chapters dealing with issues such as quantitative methods in SAP (Tomi Laamanen), ethnographic methods (Ann Cunliffe), video-ethnography (Curtis LeBaron), historical methods (Leif Melin) and action research (Colin Eden and Fran Ackerman). There will also be a new chapter on ANT and SAP (Christopher Chapman) and Botanski-Tevenot and SAP (Jean-Pascal Gond and Lecca). The second edition is scheduled to be published in March 2015.

Strategy as Discourse

JOURNAL OF
MANAGEMENT STUDIES

Forthcoming Special Issue on “Strategy as Discourse: Its Significance, Challenges and Future Directions”, Editors: Julia Balogun, Claus Jacobs, Paula Jarzabkowski, Saku Mantere and Eero Vaara

The first strategy as practice special issue was published in *Journal of Management Studies* in 2003, edited by Gerry Johnson, Leif Melin and Richard Whittington. It has been widely cited and has proved hugely influential in the development of the field. It seemed appropriate, therefore, to return to JMS for the third strategy-as-practice special issue 10 years on. In the call for the special issue, the editors sought to bring together research on discourse and strategy and research on strategy-as-practice, arguing that:

While the role of language in general, and of discourse and communication in particular, has been acknowledged in previous research in strategic management, this area remains theoretically underdeveloped and empirically under-explored. This special issue argues that it is time to take language seriously in strategy research. Its purpose, therefore, is to publish theoretically enriched and methodologically sound discourse based studies of strategic management that advance the strategic management field as a whole and build upon and extend alternative approaches such as the economic, behavioural and cognitive traditions

The special issue will be published at the end of 2013. Some of the papers appearing in it are already available from JMS early view. These include:

Abdallah and Langley: "The double edge of ambiguity in strategy planning"

Drawing on an interpretive discourse analysis of a case study of strategic planning in a cultural organization, Abdallah and Langley explore how strategically ambiguous texts – such as strategic plans – are consumed by different groups in an organization as well as how such strategic ambiguity impacts on collective strategic action. While ambiguity initially enables participants to enact their respective interpretation of strategy, strategic ambiguity consumption over time induces internal contradiction and overextension. The study reveals how strategic ambiguity embodied in strategic planning texts shapes different and over time paradoxical consequences of strategy consumption in terms of organizational members' making sense of strategy texts. The study shows strategic ambiguity to be a mixed blessing, demonstrating how on the one hand, ambiguous strategy discourse enables strategic change, but on the other simultaneously contains the seeds of its own dissolution.

Hardy and Thomas: "Strategy, discourse and practice: The intensification of power"

Drawing on Foucauldian discourse analysis of a case study of a global telecommunications company, Hardy and Thomas explore how the power effects of strategy discourses are intensified through particular discursive and material practices which in turn leads to the production of different strategic objects and subjects. Their study identifies two distinct discourses at play that employ specific socio-material and discursive intensification practices. The study reveals how the intensification of power effects of a specific strategy discourse (or lack thereof) bears down on strategy; how different forms of resistance are induced as well as which strategy objects and subjects are reproduced by, and reproducing, strategy discourse.

Kwon, Clarke and Wodak: "Micro-level discursive strategies for constructing shared view around strategic issues in team meetings"

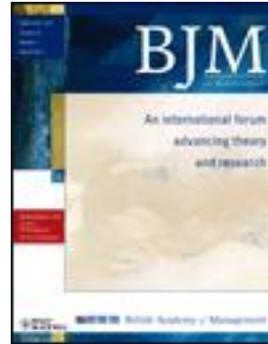
Drawing on a discourse-historical approach to critical discourse analysis, this paper analyses two management team episodes in an aerospace firm. The paper explores the interactions between management team members as well as the specific repertoire of discursive strategies employed in creating a shared view of strategic issues in the meetings. Through this analysis the study develops a framework of the role and range of linguistic ploys mobilized in team interactions to develop a shared perspective on strategically relevant issues.

Liu and Maitlis: "Emotional dynamics and strategizing processes: A study of strategic conversation in top team meetings"

Drawing on a micro-ethnographic conversation analysis of seven top management team meetings in a computer game firm, Liu and Maitlis explore how emotion affects the discursive processes through which strategy is constructed. The study investigates displayed emotions in strategic conversations, explores how the emotional dynamics generated through these displays shape a top management team's strategizing and identifies five different kinds of emotional dynamic, each associated with a different type of strategizing process. The study conceptualizes team relationship dynamics as a key mechanism linking emotional dynamics and strategizing processes, and issue urgency as another important influence.

**British Journal of Management Special Issue
Strategizing Material and Materializing Strategy**

A special issue of the British Journal of Management is currently in preparation: Entitled "Strategizing Material and Materializing Strategy," this issue will feature innovative



research that advances our understanding of sociomateriality in strategy activities and practices. Specifically, contributors examine how practices and practitioners use objects, artifacts, tools and other material resources-

including the human body maneuvering within built spaces-to shape and enact organizational strategy. The editorial team represents the kind of intellectual and geographical diversity that has become a strength of the strategy-as-practice (SAP) community: Stéphanie Dameron (Université Paris-Dauphine), Jane Lê (University of Sydney) and Curtis LeBaron (Brigham Young University). The editors received dozens of high quality submissions and would like to thank the many authors that took time to submit to the special issue. They also acknowledge the important contribution by scholars from within and beyond our community who agreed to review these submissions, helping to further strengthen the quality of our scholarship. The special issue is expected to be published in 2015.

SAP-R Workshops: A New Way to Learn & Connect



The end of April saw the fourth SAP-R (Strategy-as-Practice Review Group) workshop at Saïd Business School, Oxford University.

The Strategy as Practice Review (SAP-R) Group seeks to create a supportive, friendly and stimulating forum where international scholars, with a common interest in the practice of strategy, can come together to share ideas to help authors develop their papers and address reviewer comments. We meet regularly at a range of locations, including Aston University, Oxford University and Warwick University, and typically discuss two or three papers. The sessions provide a vibrant intellectual discussion for all concerned and are followed by an evening dinner. If you know anyone who would like to be part of the SAP-R mailing list, please send a request to burkeg@aston.ac.uk.

Because our purpose is to help authors develop high quality papers in a small group, please understand that we will give priority for participation to those with experience in the revise and resubmit process, as authors, reviewers or editors. We encourage authors in revision processes to offer their papers to the group, but similarly we will prioritize those with experience as contributors to the group and who are working with high quality journal submissions. Already papers discussed in the SAP-R workshops have appeared in print in journals such as Journal of Management and Strategic Management Journal. If you are still not convinced – we have below a few testimonials for you.

We hope to see many of you in our next SAP-R workshop – and of course, let us know if you have a paper we can help you with!

Richard Whittington (Oxford), Gary Burke (Aston) and Sotirios Paroutis (Warwick)

"The SAP-R workshop proved a very helpful discussion forum. I was most grateful for the valuable feedback received with regards to response strategies to reviewer concerns and strengthening the potential contribution of the paper. I especially enjoyed the very friendly and encouraging atmosphere in this group of scholars and got some fresh inspiration and energy to "survive" the paper revision process." Carola Wolf, second SAP-R workshop, Warwick Business School, May 2012

"The suggestions and inspirations I got from the SAP-R meeting provided a real boost for my recent AMJ 'revise-and-resubmit'. The intimacy of the group and the time devoted to each paper makes for very open, constructive and deep discussions. Because everyone has read the paper beforehand, you can really get to even the most tricky reviewer comments. I don't quite understand why there aren't more people using this forum!" Michael Smets, third SAP-R workshop, Aston Business School, December 2012

"Sharing my work with the SAP-R group helped me clarify the framing of my paper and its contribution. The days following the workshop were highly productive as I progressed with my revision based on our discussion. It was fantastic to have the support of my colleagues as I worked towards developing my ideas further. I am very appreciative of the time everyone gave to me and my work and look forward to the next meeting!" Rebecca Bednarek, fourth SAP-R workshop, Saïd Business School, April 2013

ProjectSCRIB

A blog dedicated to academic writing.

About two years ago, we (Viviane Sergi, Chahrazad Abdallah and Charlotte Cloutier) started discussing the challenges of academic writing. This got us thinking about the kinds of

ProjectScrib

Scribere aude / Dare to write

tools, ideas or information that might be of help to us and others on that long and often frustrating path towards publication. We asked ourselves: "How did other people write? What tools did they use? How did they overcome writer's block and how did they deal with reviewers?" These questions gave us the idea to launch a blog dedicated to academic writing. It took a while, but now our spark of an idea has a tangible form: we're happy to announce that ProjectScrib is now up and running. In it you will find sections dedicated to tips on how to improve productivity (with Viviane taking readers through her personal process of using

Scrivener for research, for example), another to book reviews (about writing and research), and a third to interviews with academics on how they write. (Some of you may know that there is a tradition of doing these types of interviews with fiction writers (see the Paris Review - <http://www.theparisreview.org/>) and journalists (see The New New Journalism - <http://www.newnewjournalism.com/> which is where part of our inspiration comes from) but not, as far as we've been able to tell, with academic writers. We decided to try and fill that gap.) And finally, because we fundamentally believe that humour energizes creativity and beauty clarifies the mind, we decided to also add quotes, quips and images that we find particularly funny or inspiring, which may or may not be related to writing. So please have a look: <http://projectscrib.org/>. We hope you

enjoy reading it as much as we enjoy curating it.

With friendly regards,

Viviane, Chahrazad and Charlotte

PS: If you're wondering what the "SCRIB" in our name stands for, it is short for "Scribere aude", which in Latin means "dare to write" - something we are daring (ourselves) and you to do.

Please submit a Paper or Proposal to the dedicated Strategy Practice IG at the Strategic Management Society, Madrid, 2014

Now is a perfect opportunity to plan ahead to 2014. This is an early invitation to SAP enthusiasts to get together in Madrid at the annual Strategic Management Society (SMS) meeting. The SMS meeting provides a unique forum for interacting with SAP and other strategy scholars, all in one place. Over the years, the Strategy Practice interest group has established itself as an energetic and inventive group within the SMS. See: <http://strategicmanagement.net/>

In Madrid, we would like to see as many of us as possible to demonstrate the contribution of SAP to the Society at large. The submission deadline (only 7 pages, inclusive of Reference, Tables and Figures) will be in February 2014. Please consider submitting and please don't hesitate to contact me, if you have thoughts or ideas for events in the conference. We can always facilitate workshops, panels, etc.

Please join us in making waves in Madrid in Fall 2014!

Best regards,

Hanna Lehtimäki
Programme chair for Strategy Practice Interest Group, SMS hanna.lehtimaki@uef.fi



Strategizing
Activities
& Practice

SAP Interest Group Officers

Past Chair: Curtis LeBaron,
Brigham Young University
(lebaron@byu.edu)

Chair: Richard Whittington,
University of Oxford
(richard.whittington@sbs.ox.ac.uk)

Chair-Elect: Saku Mantere,
Hanken School of Economics
(saku.mantere@hanken.fi)

Program Chair: Tomi Laamanen,
University of St. Gallen
(tomi.laamanen@unisg.ch)

PDW Chair: Ann Smith, University
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(asmith51@utk.edu)

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University of St. Gallen
(claus.jacobs@unisg.ch)

Secretary and Membership:
Sotirios Paroutis, University of
Warwick
(sotirios.paroutis@wbs.ac.uk)

Representatives:
Chahrazad Abdallah, University of
London
(c.abdallah@mbs.bbk.ac.uk);
Charlotte Cloutier, HEC Montreal
(charlotte.cloutier@hec.ca);
Jane Lê, University of Sydney
(jane.le@sydney.edu.au)