



NOVEMBER 2014 NEWSLETTER FOR THE SAP AOM INTEREST GROUP

Welcome to a new year of SAP membership. Make sure to get a good cup of coffee, tea or an ice-cold drink because the **news from the SAP research frontier** will keep you hooked, featuring the top 10 hot topics in SAP, news about institutional theory, performativity and ethnography in SAP research as well as a look behind the scenes on constructing contribution in SAP research and a critical comment on what is claimed to be “practice-based studies”.

Keep reading for the **news from the SAP community**, including

reflections on the past Academy meeting, emerging scholars and the road ahead for the SAP community at EGOS. Lastly, the newsletter also features **calls for submissions** to conferences and a special issue which will allow you to start planning the year ahead.

The SAP Interest Group would not be what it is without you, its members. A **big thank you** to our reviewers and all members that have made the 2014 Academy meeting an enjoyable experience. **Please volunteer again for the 2015 Academy.** You can serve in various roles, as organizers of

symposia or PDWs, as chairs of paper sessions, as award committee members and as reviewers. Do get in touch, there is a contact list at the end of the newsletter!

A **special thanks** go to the outgoing Chair, Saku Mantere, and the Interest Groups' 2014 Program Chair Anne Smith and PDW Chair Jane Lê. **Best wishes** and thanks in advance to Tomi Laamanen as 2015 Chair, Jane Lê as 2015 Program Chair and Paul Spee as 2015 PDW Chair.

Enjoy the newsletter!

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The SAP Community at the Academy & EGOS

Congratulations and Thank You
SAP Continues its Proud Tradition at EGOS
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TEN HOT TOPICS IN SAP RESEARCH

Shenghui Ma (University of Zurich) and David Seidl (past SAP Chair, University of Zurich)

Over the last decade, strategy-as-practice (SAP) research has generated a substantial body of knowledge about the different aspects, forms and implications of strategizing activity and practices. As the research field has grown and matured, we can observe the establishment of distinctive subfields within SAP research focusing on issues such as the different roles of strategy tools, the forms and functions of strategy workshops, the ways in which discursive practices shape strategy, the strategic roles of middle managers or the possibilities and constraints of participation in strategizing. As is characteristic for a vibrant and creative research community, there are always lots of new research topics emerging next to the established ones.

In order to identify at least some of these new topics we conducted a survey among those SAP researchers who can be expected to have a good overview of the field. This survey is an update to an earlier one (by David Seidl and Violetta Splitter), the results of which were published in the 2012 SAP newsletter. The respondents of the survey included people with leadership roles in the SAP interest group at the Academy of Management, British Academy of Management, EGOS, and SMS. Based on their feedback we created a list of ten currently “hot” topics which meet the following four criteria: particular interest in the topic, relative newness, growing number of people working on the topic and large potential for further research.

Although we received many more topics, these ten appear to be the most prominent ones. A comparison between these topics and those identified in the 2012 survey shows that while some topics remain “hot” (such as sociomateriality, emotions, and performativity), in the meantime other new topics emerged and started gaining momentum (such as time and space, open strategy, and power, resistance and subjectivity). We expect plenty more new topics to emerge, but in the meantime we provide a brief description of current hot topics (ordered alphabetically), at least as identified in the survey:

1. Activities and practices underlying capabilities and routines

Description: Research in this area examines how practices, activities and social interactions contribute to organizational capabilities and routines.

Researchers: Veronique Ambrosini, Patrick Regnér, Carlo Salvato

Examples: Regnér, P. 2003. Strategy creation in the periphery: inductive versus deductive strategy making, *JMS*; Regnér, P. 2008. Strategy-as-practice and dynamic capabilities – steps towards a more dynamic view of strategy, *Human Relations*; Salvato, C. 2003. The role of micro-strategies in the engineering of firm evolution. *JMS*.

2. Body and gender in strategic change

Description: Research in this area examines the role of body and gender in strategizing.

Researchers: Gary Burke, Paula Jarzabkowski, Curtis LeBaron, Linda Rouleau, Michael Smets, Paul Spee, Richard Whittington

Examples: Minochia, S. and Stonehouse, G. 2007. Towards a body-aware strategic organization, *Strategic Organization*; Streeck, J., Goodwin, C. and LeBaron, C. (Eds.) 2011. Embodied interaction: Language and body in the material world. *Cambridge University Press*.

3. Emotions in strategy work

Description: Research in this area examines how emotions shape and are shaped by strategy practice.

Researchers: Ethel Brundin, Mona Ericson, Paula Jarzabkowski, Jane Lé, Feng Liu, Leif Melin, David Oliver

Examples: Bartunek, J., Balogun, J. & Do, B. 2011. Considering planned change anew: Stretching large group interventions strategically, emotionally and meaningfully. *Academy of Management Annals*; Brundin, E., and Melin, L. 2006, Unfolding the dynamics of emotions: How emotion drives or counteracts strategizing, *Int. Journal of Work Organization and Emotion*; Liu, F., & Maitlis, S. 2014. Emotional dynamics and strategizing processes: A study of strategic conversations in top team meetings. *JMS*.
Le JK & Jarzabkowski P 2014. Forthcoming 'The Role of Task and Process Conflict in Strategizing', *British Journal of Management*

4. Institutional work and strategizing

Description: Research in this area examines how practitioners in strategizing in their organization contribute to change, maintain or disrupt the institutional field level.

Researchers: Charlotte Cloutier, Loizos Heracleous, Paula Jarzabkowski, Ann Langley, Sotirios Paroutis, David Seidl, Michael Smets, Eero Vaara, Richard Whittington

Examples: Paroutis, S., Heracleous, L. 2013. Discourse revisited: dimensions and employment of first-order strategy during institutional adoption, *SMJ*; Suddaby, R., Seidl, D., Le, JK 2013. Strategy-as-practice meets neo-institutional theory, *Strategic Organization*; Smets, M., Morris, T. and Greenwood, R. (2012) From practice to field: Multi-level model of practice-driven institutional change. *AMJ*; Smets, M., Jarzabkowski, P., Burke, G., & Spee, P. 2014. Reinsurance Trading in Lloyd's of London: Balancing Conflicting-yet-complementary Logics in Practice. *AMJ*.

5. Open Strategy as a strategy practice

Description: Research in this area examines different forms of openness in strategy making.

Researchers: Leonhard Dobusch, Julia Hautz, Saku Mantere, Linda Rouleau, David Seidl, Richard Whittington

Examples: Haefliger, S., Monteiro, E., Foray, D. and von Krogh, G. 2011. Social software and strategy. *Long Range Planning*; Teulier, R., Rouleau, L. 2013. Middle managers' sensemaking and interorganizational change initiation: Translation spaces and editing practices. *Journal of Change Management*; Whittington, R., Cailluet, L., & Yakis-Douglas, B. 2011. Opening strategy: Evolution of a precarious profession. *BJM*.

6. Power, resistance and subjectivity

Description: Research in this area examines power and resistance in the social processes of strategizing.

Researchers: Julia Balogun, Stéphanie Dameron, Saku Mantere, David Seidl, Robyn Thomas, Eero Vaara

Examples: Balogun, J., Bartunek, J., & Do, B. 2010. Uncovering relationships and shared emotion beneath senior managers' resistance to strategic change, *AoM Best Paper Proceedings*; Dameron, S., & Torset, C. 2014. The discursive construction of strategists' subjectivities: Towards a paradox lens on strategy. *JMS*; Hardy, C., & Thomas, R. 2014. Strategy, discourse and practice: The intensification of power. *JMS*.

7. Sociomateriality in strategy practice

Description: Research in this area examines the role and effect of material resources in strategizing practice.

Researchers: Stephanie Dameron, Paula Jarzabkowski, Sarah Kaplan, Jane Lê, Curtis LeBaron, Linda Rouleau, David Seidl, Eero Vaara, Richard Whittington

Examples: Dameron S, Le J.K., & LeBaron, C. (forthcoming). Materializing strategy and strategizing material: Why matter matters, *BJM*; Jarzabkowski, P., Spee, A., & Smets, M. 2013. Material artifacts: Practices for doing strategy with 'stuff', *European Management Journal*; Kaplan, S. 2011. Strategy and PowerPoint: An inquiry into the epistemic culture and machinery of strategy making. *Org. Sci.*; Werle, F. and Seidl, D. (forthcoming). The layered materiality of strategizing. Epistemic objects and the interplay material artifacts in the exploration of strategic topics. *BJM*.

8. Strategy practice and performativity

Description: Research in this area examines the performativity of strategic practices.

Researchers: Laure Cabantous, Chris Carter, Stewart Clegg, Jean-Pascal Gond, Stéphane Guérard, Martin Kornberger, Ann Langley, David Seidl

Examples: Cabantous, L. and Gond, J.-P. 2011. Rational decision making as performative praxis: Explaining rationality's éternel retour. *Org. Sci.*; Guérard, S., Langley, A., & Seidl, D. 2013. Rethinking the concept of performance in strategy research: Towards a performativity perspective. *M@n@gement*; Kornberger, M. and Clegg, S. 2011. Strategy as performative practice: The case of Sydney 2030. *Strategic Organization*.

9. Strategy workshops

Description: Research in this area examines strategy workshops as “pivotal moments” (or not) in strategic change.

Researchers: Steven Floyd, Gerry Johnson, Robert MacIntosh, Donald MacLean, David Seidl, Richard Whittington

Examples: Healey, M. P., Hodgkinson, G. P., Whittington, R., & Johnson, G. (forthcoming), Off to plan or out to lunch? Relationships between design characteristics and outcomes of strategy workshops, *BJM*; Johnson, G., Prashantham, S., Floyd, S., Bourque, N. 2010. The ritualization of strategy workshops. *Org. Studies*; MacIntosh, R., MacLean, D. and Seidl, David. 2010. Unpacking the effectivity paradox of strategy workshops: do strategy workshops produce strategic change? in Golsorkhi, D., Rouleau, L., Seidl, D. and Vaara, E. (eds.), *Cambridge Handbook of Strategy as Practice*.

10. Time and space in strategizing

Description: Research in this area examines the different roles and views of time and space in strategizing

Researchers: Julia Balogun, Gary Burke, Stéphane Guérard, Katja Hydle, Paula Jarzabkowski, Sarah Kaplan, Paul Spee, Inger Stensaker

Examples: Jarzabkowski, P.A., Burke, G. & Spee, P. 2015. Constructing spaces for strategizing work: a multi-modal perspective, *BJM*; Kaplan, S & Orlikowski, W. 2013. Temporal work in strategy making. *Org. Sci.*; Vaara, E. and Pedersen, A. 2014. Strategy and chronotopes: A Bakhtinian perspective on the construction of strategy narratives. *M@n@gement*.

STRATEGY-AS-PRACTICE MEETS NEO-INSTITUTIONAL THEORY: DAVID SEIDL INTERVIEWS ROYSTON GREENWOOD

Emmanuelle Reuter and Florian Ueberbacher, University of St. Gallen

There have been recent calls for better linking Strategy-as-Practice (SAP) research with macro-level phenomena such as the institutional and cultural context within which strategists and organizations operate (c.f. Seidl, 2007; Seidl & Whittington, 2014). In an interview with **Royston Greenwood** (Telus Professor of Strategic Management at University of Alberta, Canada), **David Seidl** (Professor of Organization and Management at University of Zürich, Switzerland) explored the opportunities and challenges of connecting the SAP research agenda and institutional theory. The key insights of this conversation with regards to researching and teaching SAP are summarized below:



Researching Strategy as Practice:

A number of opportunities for future research emerge at the intersections between SAP research and institutional theory. On the one hand, SAP can offer contributions to institutional research: Practice perspectives can to a significant extent help inform our current understanding of the micro processes of institutionalization and of the micro-foundations of macro-level institutions. Moreover, while institutional theory might sometimes have moved away from organizations as the focus of research, it can learn from the SAP research agenda to bring organizations, and in particular actors and practices inside organizations, back into the picture.

On the other hand, institutional theory can enrich and broaden the SAP research agenda: A challenge for SAP research concerns the ways in which SAP research can move to the institutional level. While SAP research has made tremendous advances in uncovering the nature of different types of practices that unfold inside organizations, much less research has so far connected these strategy practices to the more macro-level institutions and processes of institutionalization. In this regard, institutional theory could help and offer bridging constructs to connect these rather distant levels of analyses. For instance, institutional theorists refer to “institutional complexity” as a type of institutional environment in which competing logics (seemingly incompatible prescriptions of appropriate behavior) coexist at the same time. Such settings offer fertile grounds for looking at actors across levels of analyses and the different ways in which these seemingly incompatible prescriptions of appropriate behavior come to be settled.

STRATEGY-AS-PRACTICE MEETS NEO-INSTITUTIONAL THEORY: DAVID SEIDL INTERVIEWS ROYSTON GREENWOOD (CONTINUED)

Teaching Strategy as Practice:

Teaching strategy-making without considering the institutional environment in which strategists and companies operate may suffer from developing a too short-sighted and myopic picture of strategic management. Strategic visions and the ways they are implemented inside organizations are fundamentally shaped by the institutional context, in which organizations are embedded. In turn, organizations need to take into consideration the institutional context when shaping their strategies. For instance, a phenomenon which institutional theorists refer to as “categorical imperative” (Zuckerman, 1999) suggests that organizational forms and strategies need to resonate with the outside world’s interpretation of appropriate behavior. Otherwise, stakeholders may penalize the organization by withdrawing the approval and resources necessary for operating successfully and sustainably. This interview forms part of a wider strategic initiative between the Strategy Practice (SP) Interest Group of the Strategic Management Society and the Academy of Management's Strategizing Activities & Practice (SAP) Division. The interview is available online on SAP’s new channel on Youtube [here](#).

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FOLLOW SAP ON THE BLOG, TWITTER & YOUTUBE

In August, the SAP [Strategizingblog](#) celebrated its first birthday. The Blog features newsletter articles, calls for papers and, most recently, a collection of SAP videos on YouTube, which are hosted at our new [SAP YouTube channel](#). The most recent additions to the SAP YouTube Channel are videos of the SAP Distinguished Keynote Address by Kathleen Eisenhardt at this year's Academy of Management Annual Meeting in Philadelphia. In addition to Kathleen Eisenhardt’s keynote you can also watch comments by Sarah Kaplan and Ann Langley. Furthermore, the SAP YouTube Channel also features 'classics' such as an introductory lecture by Paula Jarzabkowski on strategy as practice. The easiest way to follow updates at [strategizingblog.com](#) and the SAP YouTube channel is probably the SAP Twitter account (@Strategizers), which automatically shares links to new articles and videos.

If you have announcements, comments, short blog posts, CfPs or videos that you want to share with the SAP community, please send those to Leonhard.Dobusch@fu-berlin.de

PERFORMATIVITY IN THE STRATEGY-AS-PRACTICE RESEARCH

Stéphane Guérard, Ann Langley and David Seidl

The concept of performativity has been popular in gender studies, education, economics and sociology, and has recently increasingly attracted attention of organizational studies scholars. We believe that the concept of performativity can be extremely valuable for the strategy-as-practice community as it is a powerful mean to understand strategy and its effects. However, there are various understandings of the concept of performativity and, hence, there are different ways in which this concept supports the strategy-as-practice research agenda. In a paper which we published in the journal *M@n@gement* (Guérard, Langley, & Seidl, 2013; you can access the text [here](#)), we review some of the key concepts of performativity. By drawing on this paper, we reflect on how this notion can be mobilized to understand strategy and its effects.

So what is meant by the term “performativity”? As we say in the article, the literature on performativity is characterized by two broad perspectives: the Lyotardian and the enactment views. Lyotard (1984) developed his notion of performativity in the context of his discussion of the generation and use of knowledge in postmodern society. For him, the term “performativity” refers to “the predominance of the performance criterion” in knowledge development (p. 53). That is, knowledge is being developed and evaluated not with regard to its truth but with regard to its ability to increase efficiency. While Lyotard’s view has mainly been applied to the field of education (Ball, 2003; Dey & Steyaert, 2007), its extension to the field of strategy seems valuable since strategy work is often preoccupied with measuring, evaluating and ensuring the contribution of the different parts of the organization to firm performance. Also, the trend towards performance measurement might also have important consequences for strategists who are under extreme pressure to “perform” in order to avoid being replaced (Whittington, Basak-Yakis, & Cailluet, 2011).

The more common enactment view of performativity groups together a series of influential authors such as Austin (1962), Callon (1998) and Butler (1988) and is mainly concerned with the repetitive enactment of discourse or theoretical models. Austin (1962) developed his notion of performativity in the context of speech act theory. He argues that there are utterances that are performative in the sense that they do something as in the now classic example of “I declare you husband and wife” that accomplishes what it declares. Kornberger and Clegg (2011) draw on Austin’s concept of performativity to show how strategizing in the city of Sydney became performative in the sense that it discursively created the object of the city as much larger than simply municipal administration, constructing a sense of community.

While Austin showed how specific speech acts might generate the effects they describe, Callon (1998) argues that a broader discursive form such as economic theory may work in a similar way by actually shaping markets rather than simply describing them. Callon (1998) and Mackenzie (2006) suggest that for models to become performative, they have to be embodied in tools, and skillful agents need to be able to transpose these models into practice. The Callonian perspective on performativity has inspired several others. For example, Carter, Clegg & Kornberger (2010) make the case that Porter’s (1980) competitive strategy framework deeply influenced the way strategists think and consequently the way organizations function in line with the model. Cabantous and Gond (2011) show how rational choice theory is enacted in organizations in different ways such as through the use of the SWOT analysis to support the rational formulation of strategy.

Butler’s (1988) perspective on performativity was developed in the context of gender studies and is distinctive in illustrating the recursive nature of performative discourses. Specifically, Butler argues that gender is not an

PERFORMATIVITY IN THE STRATEGY-AS-PRACTICE RESEARCH (CONTINUED)

intrinsic characteristic of individuals but it is culturally produced as people draw on ambient understandings of what is implied by masculinity and femininity and repeatedly rehearse these in their everyday practices. She also draws on Foucauldian ideas to suggest that discourse produces its effects by creating and assigning “subject positions” (i.e., genders in this case) that channel behaviours. This line of argument has been transposed to the field of strategy, sometimes without explicitly referring to performativity. For example, studies have examined how the subject position of “strategist” is taken up, and how strategy discourse may have power effects – generally privileging senior management (Knights & Morgan, 1991; Mantere & Vaara, 2008). Table 1 summarizes the different alternatives to rethinking the concept of performativity in strategy research.

Table 1: Perspectives on Performativity

Perspectives	Description	Examples	Suggested Research Agenda and Research Questions
Lyotardian	The predominance of performance criterion in the practice of strategy	The dynamics of the preoccupation with technical performance and measurement in relation to the strategy (Denis, Langley & Rouleau, 2006). Pressure on strategists to perform in order to avoid being replaced (Whittington, Basak-Yakis & Cailluet, 2011).	Investigating how the obsession with performance and performance measurement shape strategic practices and orient organizational activities. Examining how performance controls and incentives co-evolve with strategies over time. Tracking the interpenetration and interaction among strategic initiatives and multiple sources of performance measurement and assessment.
Austinian	Strategy discourse enacting what it refers to	The strategy discourse of the city of Sidney discursively created a particular conception of the city and a sense of community (Kornberger & Clegg, 2011). Strategic plans produce what they describe (Sorsa, Vaara & Langley, 2010).	Examining how, why and to what degree what is said and claimed about strategy and what is accomplished in daily activity mutually constitute one another over time.
Callonian	Enactment of theoretical models of strategy producing corresponding strategies	Porter's model of competitive strategy creates corresponding strategic activities (Carter, Clegg & Kornberger, 2010). By using decision-making tools that are based on rational choice theory actors produce behavior in line with rational choice theory (Cabantous & Gond, 2011).	Investigating the role of material tools, conventions and actor-networks in making strategy. Tracking how different strategy tools embed references to different objects, subjects and activities, each channeling or orienting behaviors in different ways.
Butlerian	Strategy as repetitive enactment of strategic discourse	Strategy is repetitively enacted in everyday activities (Rouleau, 2005). Different strategy discourses produce different subject positions and different opportunities for participating in the strategy (Mantere & Vaara, 2008).	Examining how through repetitive enactment strategy discourse creates subject positions, strategic practices and strategic objects.

PERFORMATIVITY IN THE STRATEGY-AS-PRACTICE RESEARCH (CONTINUED)

We believe that each of these concepts of performativity is a powerful engine to generate new understandings of strategy formation and its effects. As we suggest in our paper published in *M@n@gement* (Guérard et al., 2013), the concept of performativity can also be used to rethink the concept of performance in strategy research as it forces one to think about strategy not only in terms of output, but also in terms of throughput. We hope to see more strategy research using this approach and, in turn, to see this short article being performative.

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STRATEGY-AS-PRACTICE AND ETHNOGRAPHY

Paula Jarzabkowski, Rebecca Bednarek, Laure Cabantous and Jane Lê

Ethnography has long been at the methodological heart of studying strategy practices and processes. Our recent work in *Human Relations* and *Strategic Organization* addresses some specific questions for scholars seeking to do ethnography and observation-based studies within the strategy-as-practice domain. We draw on our work in the field and the subsequent process of writing from our fieldnotes, reflecting on our experience of conducting fieldwork in a number of industries (e.g., universities, infrastructure and (re)insurance). For example, we explore the specific question of conducting global team ethnography; offering practical reflections about constructing an ethnographic object across multiple organizations, national contexts, and researchers based on our study of the reinsurance industry, where five researchers conducted fieldwork across 15 countries (Jarzabkowski, Bednarek and Cabantous, 2014). This piece is particularly relevant to practice scholars seeking to follow a global nexus of practices, such as our case of the global trading of financial risks. Another example is our description of ethnographic textwork; a topic which remains neglected in organizational research (Van Maanen, 2011). Here we offer practical advice about the process of turning raw fieldnotes into publications, such as expanding our toolkit and thinking around what constitutes evidence in ethnographic papers, including ways of presenting data through vignettes, composite narratives and process stories (Jarzabkowski, Bednarek and Lê, 2014). In writing these papers, our focus was specifically to provide practical ‘hands-on’ guides for scholars wishing to conduct rigorous research in a practice tradition by opening up the black box of our own ethnographic research practice.

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BEHIND THE SCENES: INSIGHTS FROM FOUR SAP SCHOLARS ON CONSTRUCTING CONTRIBUTION IN SAP RESEARCH!

Katharina Dittrich, University of Zurich

One of the major challenges in writing manuscripts is how to craft the argument and persuade the intended audience that the present study is making a contribution to the field (Locke & Golden-Biddle, 1997). In the updated chapter of the 2nd edition of the SAP Handbook (Dittrich et al., forthcoming), my colleagues and I recently reviewed 70 empirical SAP studies for their contribution strategies, that is how they relate to the existing literature (constructing the intertextual field) and how they carve out a space for contribution (problematizing the situation). We found that a majority of articles utilize contribution strategies aimed at extending extant work in SAP and strategic management, while only 10% of SAP articles use a strategy of explicit disagreement with the existing literature. To shed some light on how these contribution strategies came about, I conducted interviews with four established SAP scholars. There are many twists and turns in the development of the contribution and it is rarely close to what the authors originally submitted to the journal. This is a short summary of the five main insights that emerged from my peek behind the scenes (read the full article here):



1. Authors, editors and reviewers co-construct the intertextual field

Three of my informants told stories of editors and reviewers becoming substantially involved in situating the study within the existing literature. For example, Eero Vaara and Saku Mantere (2008) initially positioned their study as one of discursive construction of strategy, but it was finally the editor Deborah Dougherty who in the third round of revision suggested: “But isn’t this really about participation in strategy?” In Eero Vaara’s view, this was a brilliant suggestion because it allowed the authors to address a wider audience interested in that phenomenon. In the case of the paper on temporal work (Kaplan & Orlikowski, 2013), the influence of the editor and reviewers was even more significant; as Sarah Kaplan argues: “Just to get past the reviewers, we had to position it in terms of sensemaking. There was no way to survive without sensemaking.” Reflecting on his years of experience, Saku Mantere feels that in framing a contribution, the data should not only resonate with the stream of literature in which it is positioned, but also be able to make an original contribution in that field. For instance, his paper on the reversal of strategic change (Mantere et al., 2012) was initially positioned in the identity literature because identity crisis best explained what Saku Mantere and his co-authors experienced in the field. However, the editor and the reviewers thought that the story had something more fundamental to say about organizational change. When the data is rather unusual and there is not an obvious choice for relating it to the existing literature, Paula Jarzabkowski suggests a trial-and-error approach, that is constructing the contribution in a particular literature, even if it is a bit artificial, and testing it; as she says, “let the academic market tell you what positioning can work”.

2. Authors strike a delicate balance between being authentic to the data and responding to reviewer’s suggestions

Receiving substantial feedback and direction from the editor and the reviewers, authors often find themselves in an awkward situation: they have to be responsive to the feedback, but also want remain authentic to their data (Golden-Biddle & Locke, 2007). For example, Paula Jarzabkowski and her colleague (2009) had to work hard to legitimize the activity theory framework in their study of strategic planning. In the case of the PowerPoint paper, Sarah Kaplan (2011) spent considerable time searching for a positioning in the literature that allowed her to be authentic to the data, but at the same time appease the reviewers’ requests to frame the paper more around

culture. Most interviewees felt that the manuscript improved during the review process, but not always. In another of Saku Mantere's papers (Ketokivi & Mantere, 2010), the manuscript changed so dramatically during the review process that a senior colleague who had enjoyed the original version was disappointed by the published version. This person encouraged Saku and his co-author to continue work on the original version of the paper, which eventually resulted in a second publication (Mantere & Ketokivi, 2013).



3. The Journal becomes a source of influence in constructing the contribution

All of my informants also acknowledged the influence of the journal in constructing the contribution. For example, both Eero Vaara and Sarah Kaplan in writing for the journal *Organization Science* constructed the intertextual field in a way that allowed them to address a wider audience. As Sarah Kaplan remarks: "I don't think for *Org Studies* I would have needed to reframe the paper in the way that I did for *Organization Science*. There is this effect of needing to speak to this mainstream world." In a different paper published in the journal *Organization* (Vaara et al., 2010), Eero Vaara and his colleagues chose a more provocative and bold contribution strategy than they might have in other journals because *Organization* is a critical journal.



4. Being provocative and bold in constructing the contribution is not always the way to go

As junior scholars, we are trained to think that our research has to be radically different and that we have to challenge the literature in substantial ways. Interestingly, most interviewees have developed a more nuanced way to construct their contribution. Sarah Kaplan, for instance, follows the advice of a senior mentor to 'embrace and extend': so many scholars have written extensively about different topics that it is better to be generous about what they have done. Sarah Kaplan thus prefers to be modest in her papers and allow other scholars to make bigger claims for her rather than being aggressively bold in the paper. Saku Mantere similarly observes that over time he has developed a relationship with the literature and he enjoys publishing insights even if they 'just' augment or extend the existing literature. In turn, Paula Jarzabkowski has developed an approach in which she uses the existing literature to make bold statements: she often outlines two literatures or dominant thoughts that have incompatible arguments and thereby constructs a theoretical puzzle that is worth addressing.

5. SAP or not SAP, that's the question

In the interviews I also touched on the role of SAP in constructing a contribution. While some papers are directly framed in the SAP literature (e.g., Jarzabkowski et al., 2013; Kaplan, 2011), others are framed in a different literature and advance an SAP perspective (e.g., Jarzabkowski & Balogun, 2009) or simply nod towards SAP (e.g., Mantere et al., 2012). In her role as editor, Sarah Kaplan observed that some SAP scholars have a tendency to frame their work only in the SAP literature, even though there might be another literature that has focused on similar aspects or phenomena; she cautions authors "not to live just in a strategy as practice world". Paula Jarzabkowski suggests that this approach might be a natural evolution: "You need to be self-referencing to become a community, but then that community needs to show that it is more than just self-referencing and that it can talk to a larger community". She admits that SAP has now reached the point where it needs to engage more with other literatures.

Want to read more? You find the [full version of the article](#) on the strategizing blog.

I thank Paula Jarzabkowski, Sarah Kaplan, Saku Mantere and Eero Vaara for their valuable time.

COMMENT: PRACTICE-BASED IN NAME ONLY? ASSIMILATION OF CRITICS TO PROTECT A PARADIGM

Leonhard Dobusch , Freie Universität Berlin

RESEARCH PROSPECTIVES

TOWARDS A PRACTICE-BASED VIEW OF STRATEGY

PHILIP BROMILEY^{1*} and DEVAKI RAU²

¹ Merage School of Business, University of California, Irvine, Irvine, California, U.S.A.

² Department of Management, College of Business, Northern Illinois University, De Kalb, Illinois, U.S.A.

When I recently stumbled across an article by Philip Bromiley and Devaki Rau on [“Towards a Practice-based View of Strategy”](#) (2014) in Strategic Management Journal (SMJ, [Preprint-PDF](#)), I found myself being reminded of ongoing paradigmatic struggles in the neighboring discipline of economics. Economics professors are confronted with a growing and mainly student-driven movement for more pluralism in teaching and research. Unsatisfied with the theoretically and methodologically monist approach of mainstream economics, students all around the world even start to organize lecture series to learn something about alternative (“heterodox”) schools of thought such as Evolutionary, Post-keynesian, Austrian, Institutional or Feminist economics.

In a paper published in 2009 ([Preprint-PDF](#)), Jakob Kapeller and myself have tried to explain how neoclassical dominance in economics came about and why it is still so powerful. We present a historical explanation, backed by some empirical citation analysis, that includes citation network effects, rankings and the Sveriges Riksbank Prize in Economic Sciences in Memory of Alfred Nobel. One of the tactics that mainstream economists have repeatedly used to protect the dominance of their paradigm was to assimilate their critics by adopting some of their wording and by ritually referencing prominent scholars. “Neo-Schumpeterian” growth theory, for example, is – even according to prominent proponents such as Paul Romer – Schumpeterian in name only.

The reason I am telling this story in a blog post about practice-based strategy research is that Bromiley and Rau engage in similar rhetorical strategies. They “propose a practice-based view (PBV) of strategy scholarship” to consider “specific, actual techniques that managers might use to develop strategies or generally applicable firm practices” (p. 1249).

Such a research program sounds quite familiar. Nearly two decades ago, Richard Whittington (1996) described the approach “Strategy as Practice” as follows:

“The focus of this approach is on strategy as a social ‘practice’, on how the practitioners of strategy really act and interact. From the perspective of strategy as practice, the key question is: what does it take to be an effective strategy practitioner?”(p. 731)

So, has strategy-as-practice finally reached the top-tier journal in strategy research? Not so fast. In their article, Bromiley and Rau refer to the ample body of strategy-as-practice research just once:

“The strategy-as-practice movement adds important qualitative information on firm processes (Carter, Clegg, and Kornberger, 2008; Jarzabkowski, 2004) as does an older tradition in strategy process (see, for instance, Bower, 1970, and Bromiley, 1986). However, strictly qualitative research has a limited ability to identify effective processes rigorously. The PBV includes the qualitative work in strategy-as-practice, but adds the need for quantitative work as well.”(p. 1253)

COMMENT: PRACTICE-BASED IN NAME ONLY? ASSIMILATION OF CRITICS TO PROTECT A PARADIGM (CONTINUED)

This quote demonstrates the assimilation tactic put forward by the authors. Instead of engaging with the practice-theoretical foundations of strategy-as-practice research (for an overview, see Schatzki et al. 2001; for recent contributions in SMJ see Jarzabkowski and Kaplan 2014; Paroutis and Heracleous 2013), it is merely rhetorically incorporated. Theoretically, the PBV is developed complementary to the resource-based view with a continued and narrow focus on “firm behavior and the influence of firm behavior on performance” (p. 1251).

At the same time, Bromiley and Rau dismiss the qualitative methodology common in strategy-as-practice research as not rigorous enough and call for quantitative approaches typical for traditional strategy research.

Effectively, all this renders the PBV practice-based in name only. Neither is the PBV rooted in practice theory nor does it propose a methodological approach equipped to empirically capture practices. Rather, the PBV as outlined by Bromiley and Rau treats practices more or less as variables.

Therefore, I doubt that the label PBV will make it easier for strategy-as-practice research to be recognized as a legitimate approach to studying strategy-making in journals such as the Strategic Management Journal. Quite to the contrary, I expect future criticism with regard to the lack of research on actual strategy-making to be countered by pointing to PBV research. Given this situation, special issues such as the current SMJ call for papers on “Strategy Processes and Practices: Dialogues and Intersections” ([PDF](#)) are of utmost importance to also theoretically – and not only rhetorically – anchor practice-based research in the scientific strategy discourse.

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SAP-THEMED SPECIAL ISSUE FORTHCOMING IN BRITISH JOURNAL OF MANAGEMENT: MATERIALIZING STRATEGY AND STRATEGIZING MATERIALS: WHY MATTER MATTERS



Guest Editors: Stéphanie Dameron, Jane Lê and Curtis LeBaron

This special issue brings together three essays and six papers addressing the role of materiality in the practice of strategy. The editorial piece reviews five types of material used in strategy work (strategy tools, objects and artifacts, technologies, built spaces, and human bodies), outlines three different views of materiality that capture the ‘material turn’ in strategy (weak, moderate and strong view), and outlines exciting areas for research (micro-macro bridges, digitization and multimodality) driven by methodological innovation.

The essays were composed by three prominent scholars – **Richard Whittington, Paul Leonardi** and **Paul Carlile** – with the specific remit to reflect on the promise of a materiality lens and provoke our thinking on the topic. First, Whittington highlights the essential role of materiality in strategy practice by outlining three massifications in the strategy field. Second, Leonardi argues that the materiality lens helps scholars better understand how strategy formulation and strategy implementation activities are intertwined. Third, Carlile muses that materiality is inherently consequential because it endures in ways that continually remind us and accumulates in ways that cannot be ignored. These thought pieces lay a foundation for the papers that follow.

The six papers are an eclectic set of contributions that advances our understanding of strategy by employing a materiality lens. The special issue includes studies of micro-activities that analyse inter-individual interactions and studies of macro-practices that focus on the organisational level. In addition to the empirical and theoretical contributions of this work, the papers also advance our knowledge of the methods that may help scholars to better grasp and analyse materiality in strategy work. The following papers are included in the SI:

- ✓ **Jarzabkowski, Burke and Spee:** “Constructing spaces for strategizing work: A multimodal perspective”
- ✓ **Paroutis, Franco and Papadopoulos:** “Visual interactions with strategy tools: Producing strategic knowledge in workshops”
- ✓ **Werle and Seidl:** “The layered materiality of strategizing: Epistemic objects and the interplay between material artefacts in the exploration of strategic topics“
- ✓ **Belmondo and Sargis-Roussel:** “Negotiating language, meaning, and intention: Strategy infrastructure as the outcome of using a strategy tool through transforming strategy objects”
- ✓ **Thomas and Ambrosini:** “Materializing strategy: A middle manager perspective on strategy formulation and implementation effectiveness”
- ✓ **Demir:** “Strategic activity as bundled affordances”

We hope you enjoy the special issue as much as we do! **Anticipated publication January 2015.**

CONGRATULATIONS – AND THANK YOU!

Best Paper Winner:

Rebecca Bednarek, Cass Business School, City U. London;
Sotirios Paroutis, U. of Warwick; John Sillince, Newcastle U.
“Practicing transcendence: Rhetorical strategies and constructing a response to paradox”



Best Student Paper Winner:

Atul Pathak & George Kandathil, Indian Institute of Management, Ahmedabad
“Exploring Strategizing of Kirana Shopkeepers: The Case of Indian Retail Industry”

Best Practice-Oriented Paper Winner:

Luc Bres, HEC Montreal; Jean-Pascal Gond, Cass Business School, City U. London
“How Do Consultants Construct and Mobilize Tools to Build Markets”



Best Reviewer: Katharina Dittrich, University of Zurich

Thank you

- ✓ To all the reviewers – 3 reviews provided per paper!
- ✓ To all the emergency reviewers who stepped up to help when asked!
- ✓ To the Awards Committee!

PLEASE REVIEW FOR US (AGAIN)!

We need the community to support us in these activities if we want SAP to continue thriving at the Academy of Management. An important part of that is helping us establish the best possible program by reviewing for us. We thus strongly encourage you to sign up to review for the SAP interest group at <http://review.aomonline.org/aom.asp>. Thank you in advance for your contribution!

STRATEGY-AS-PRACTICE CONTINUES ITS PROUD TRADITION AT EGOS: INTRODUCING THE SAP RESEARCH COMMUNITY PLATFORM (RCP)!

After ten successful years, the SAP Standing Working Group at EGOS will come to an end. In order to allow our vibrant community to continue flourishing, the EGOS board has approved a new format: The *Research Community Platform* (RCP)!

Goals. Recognizing the growth and diversity of our community, the primary goal of the RCP is to enable scholars to connect closely to the SAP community while also facilitating fruitful engagement with other research communities. In addition, the SAP RCP intends to secure the continuity in the EGOS agenda of important SAP related topics. The RCP thus fosters regular sub-theme offerings, which will be complemented by the RCP (This coming year, for instance, the RCP is affiliated with Subtheme 61: Strategy-as-Practice: Cognition, Emotions & Strategy Practice).

Activities. The RCP is launching in 2015 and places emphasis on pre-colloquium activities with a *Community Day* on the Wednesday preceding the formal EGOS Colloquium. This day will consist of interactive sessions and workshops that maximise engagement and dialogue between SAP scholars within different EGOS communities (e.g. expert roundtables, paper development, social event, etc.). So please plan to join us at EGOS one day early!

Participate AND Contribute. While we took the initiative to create this platform for engagement, we envision the RCP to be an organic community driven by its affiliates. So rather than simply having you join sessions (which you are of course also welcome to do!), we would love to hear about the types of activities that you would like to participate in. We thus sincerely welcome proposals for sessions at the 2015 RCP in Athens, Greece. If you have a wonderful idea for a session, please contact Paul Spee (p.spee@business.uq.edu.au) or any other member of the 2015 Organizing Team. The RCP Organising Team for 2015 consists of Jane Lê, Virpi Sorsa, Paul Spee, Violetta Splitter and Mike Zundel. The RCP has been approved for an initial three years and the Organizing Team will rotate. So please do get involved!

Thank you. Please join me in thanking the following individuals for their championing of this proposal: **Chahrazad Abdallah** (ESG UQAM), **Paul Spee** (University of Queensland), **Mike Zundel** (University of Liverpool), **Winston Kwon** (University of Edinburgh), **Mikko Vesa** (Aalto University), **Virpi Sorsa** (Hanken School of Economics), **Violetta Splitter** (University of Zurich) and **Laure Cabantous** (Cass Business School). We are also indebted to the first generation of SAP researchers for providing a foundation for us to build upon and to EGOS for giving us the opportunity for organic growth.

See you in Athens in 2015!

Jane Lê

SAP EGOS Liaison

REFLECTING ON THE JOINT SAP-BPS PDW ON “EXPLORING INNOVATIVE WAYS OF TEACHING STRATEGY”

“The workshop was outstanding!” “The breakout sessions were great!”

“I have incorporated the ‘debate’ technique into my late-night undergraduate class.”

“I really enjoyed the PDW, thank you! It was very interesting, informative and interactive!”

“I already use some material locally to impress a new thinking in teaching strategy at my university!”

– PDW Participants

The most recent PDW on Teaching Strategy (Exploring Innovative Ways of Teaching Strategy) took place at the AoM Annual Meeting in Philadelphia. The popular PDW featured presentations by Russ Coff, Steven Floyd and Sotirios Paroutis, who discussed how to teach strategy from a traditional, processual and practice perspective respectively. Participants also had the opportunity to partake in innovative hands-on exercises facilitated by Russ Coff, Kira Fabrizio, Claus Jacob, Robert Wright, and Cesim Simulation staff. The PDW line-up was impressive and the presenters did not disappoint. Feedback following the workshop was very positive, as the opening quotes highlight, and the room was brimming with people (see picture!) - Some participants had to stand and others simply could not enter. Rest assured that we’ll be asking for a bigger room in Vancouver!!

The demand for the workshop was encouraging and suggests that exploring new ways of teaching strategy is a central preoccupation for many of us. So, to meet this demand, we intend to run our Teaching Strategy PDW for a third year, again featuring a new format and new exercises. We will keep you posted.



See you at the Academy of Management Annual Meeting in Vancouver!

The Organizing Team,

Stéphane Guérard, Tomi Laamanen and Jane Lê

REFLECTING ON THE PDW “PUBLISHING FROM YOUR PHD THESIS IN THE FIELD OF SAP”

Reflections by **Tamim Elbasha**, Audencia Nantes, School of Management



PDW Organizer: Julia Balogun

PDW Discussants: Julia Balogun, David Seidl, Linda Rouleau

PDW Participants: Sotirios Paroutis, Rajiv Nag, Paul Spee, Feng Liu

Being at the final stages of writing up, I was excited to see this PDW in the AoM program. Attending this workshop allowed participants to hear success stories from SaP scholars at different stages in their careers. Here, I would like to share few points that I saw as key success factors to turning a monograph PhD into papers.

The first point is related to motivations. Those among us who decided to stay in academia after the PhD needn't a reminder that getting published is a must- preferably before applying for jobs, but also during the first few years. Career motivations aside, junior researchers at the end of their PhD are likely to have something to say: novel insights to share with the academic community and to contribute to the debate. Speakers at the workshop seem to have used their motivations (professional and/or personal) to drive their first publication(s).

Supervisors, too, have an important role in passing on the 'secrets of the trade' - the skills necessary to publish. These skills seem to help junior researchers progressively acquire a tacit know-how. Skills mentioned by the speakers included identifying an idea that could be turned into a paper, targeting the appropriate journal, crafting the first covering letter to the journal editor, and crafting R&R response letters. This 'apprenticeship' process seems to help junior researchers in turning a dissertation into publications.

One of the biggest challenges is actually taking a different perspective on one's work. A monograph dissertation is written to serve different purposes to that of a paper, and chapters do not simply translate into publications. Turning dissertations into papers necessitates taking a different viewpoint, and having a different purpose in mind. The solution, some discussants suggested, is to start afresh when writing papers, and to resist copying large chunks of the dissertation.

Finally, presenters, discussants and participants provided some very helpful recommendations:

- ✓ Present your work at every possible occasion (conferences, meetings, departmental seminars), and seek feedback from colleagues.
- ✓ Set deadlines to submit, and stick to these deadlines- it is never 'perfect' even after publication.
- ✓ Whether you are at the final stage of your PhD or you have recently completed, it is likely that you are very busy (job-hunting, getting to grips with a new institution, family, relocation etc...). Keep focused, and find the time to (re)write the paper(s) while the ideas and the data are still relatively fresh in your mind.
- ✓ We all like to see more SaP research appearing in the best journals, but have a balanced approach when choosing outlets for your publications. Are you able/willing to go through a long R&R process? Who is on the editorial board? Target a wider range of outlets and don't restrict yourself to a sole option.

By the end of the workshop, I was personally persuaded with three important pillars to turning a monograph dissertation into a paper(s), these are: identifying the best 'idea' for publication (what to include and what to exclude), re-writing from scratch (no copy-and-paste) and seeking feedback (through presenting to the wider community).

EMERGING SCHOLARS



Riku Österman (riku.osterman@aalto.fi)

Topic: **The organizing of strategic change**

Riku Österman is a PhD Candidate in the Institute of Strategy and Venturing (Department of Industrial Engineering and Management) in Aalto University. He is supervised by Professor Markku Maula. His research centers on strategy as a both a process and a set of practices, shaped and enacted by the entrepreneurial strategists on the one hand and mobilized process participants on the other hand. For his PhD research, he has studied large-scale change initiatives in six large European companies, with the focus on the key change management practices used in the initiatives. His conceptual paper was the SAP nominee for William H. Newman award in the AOM conference in Orlando 2013. Besides his research, Riku is involved in management consulting in the areas of scenario planning and market intelligence. Riku will finish his PhD in the winter 2014-2015.



Emmanuelle Reuter (emmanuelle.reuter@unisg.ch)

Topic: **Exploring Cognitive Processes of Strategic Adaptation**

Emmanuelle Reuter is a PhD candidate in management and Research Associate at the Institute of Management, University of St Gallen (Switzerland). Her main research interests surround cognitive enablers of and constraints to adaptation in changing environments. She studies mechanisms on multiple levels of analysis: On the micro-level, she focuses on how executives' interpretations of the environment are consequential for their firms' strategic renewal and business model adaptation. On the macro-level, she investigates ideological barriers to adaptation in changing institutional environments and how these can be overcome. Her empirical projects are based in the Swiss private banking industry which she studies by means of qualitative and quantitative research methods. One of her dissertation papers won the Best Conference Proposal in the Strategy Process Interest Group and she won three Outstanding Reviewer awards in the MOC division at the Academy of Management. She currently acts as Representative-at-Large for the Strategy Practice Interest Group at the Strategic Management Society.



Mauricio Umana (vlady642000@gmail.com)

Topic: **Strategic CSR programs in Multinational Corporations**

Mauricio Umana earned his Ph.D. in Business Competitiveness and Economic Development with the prestigious declaration of Cum Laude in the University of Deusto in Spain in the summer of 2014. His research focuses on how firms develop strategies creating shared value and reflecting a contribution to the triple bottom line. He has presented his research at the EESD13 conference at the University of Cambridge, at the IAJBS (International Assembly for Jesuit Business Schools) in Barcelona and he has been invited as a speaker in Responsible Management Education in Chur, Switzerland. Mauricio has worked as a Professor of Strategic Management and Consulting and Professor of Strategy and Competitiveness in the Jesuit Business School, UCA in El Salvador. He is currently the CSR Specialist for USAID in a Country Project in El Salvador researching American Companies with more than 1000 employees. In El Salvador he has won prestigious scholarships from Washington DC (IADB) and the Spanish Agency for International Cooperation (AECID).

CALL FOR SUBMISSIONS OF PAPERS AND PDWS: ACADEMY OF MANAGEMENT 2015

STRATEGIZING ACTIVITIES AND PRACTICES INTEREST GROUP

Program Chair: Jane K. Lê, University of Sydney; saprogram2015@gmail.com

PDW Chair: Paul Spee, University of Queensland; paul.spee@business.uq.edu.au

The primary purpose of the Strategizing Activities and Practices Interest Group is to advance knowledge and understanding of strategy as something people in organizations do rather than only something that organizations have. This emerging body of knowledge is focused primarily on who organizational strategists are, what they do, how they do it, which practices and materials they draw on, and what the consequences of their activities are. This interest group is concerned with the strategy work involved in strategy development and strategic change, and it seeks to advance understanding through theoretical pluralism and methodological innovation.



The theme of the upcoming AOM Meeting is “Opening governance”. This theme encourages us to consider opportunities to improve the effectiveness and creativity of organizations by restructuring systems at the highest organizational levels. The term ‘governance’ refers to leadership systems, managerial control protocols, property rights, decision rights, and other practices that give organizations their authority and mandates for action. Opening governance involves revisiting these practices. The theme has much potential, opening up interesting areas of research, such as: How and when should managers open the strategy process to other stakeholders? How are governance structures constituted? What (dis)advantages arise from transparency in decision-making? How do organizational structures impact organizational strategies and vice versa? In short, how strategy work is affected by and affects an organization’s governance structure warrants closer inspection. For more on the AOM theme, visit: <http://aom.org/annualmeeting/theme/>. While this theme has obvious connections to SAP research, we are open to diverse interests and seek to engage with new ideas related to strategizing in organizations.

We encourage submission of papers and PDWs that focus on the specific conference theme, address other issues within the general domain of the SAP Interest Group, and/or explore the intersections of SAP with other closely related areas such as BPS, ODC, MOC, and OMT. We also warmly invite symposia that propose integrative lenses or new methodologies that challenge current organizational and theoretical perspectives. The 2015 AOM will be held from Friday, August 7 through Tuesday August 11 in Vancouver, Canada. The submission deadline for the 2015 AOM Meeting is **January 13th, 2015 at 5:00 pm EST**. All submissions must be made through the AOM website at <http://submissions.aomonline.org/2015/> (opens in early November).

Remember to self-nominate for the Newman and Dexter awards if you meet the conditions for eligibility!

EGOS 2015 SUBTHEME 61: “STRATEGY-AS-PRACTICE: COGNITION, EMOTIONS & STRATEGIZING”

Convenors: Julia Balogun, Jane Lê & Feng Liu

Athens, Greece, July 2nd to 4th 2015

Strategy-as-practice researchers view strategy as a social activity; in other words, as something that members of an organization actually do. As such, the focus of research in this area has been on the micro-activities and interactions of actors in and around the organization, both in terms of what actors do in practice and how they accomplish it. Due to this explicit focus on activity, SAP scholars have dedicated significant effort to understanding strategic behaviour. This has yielded extremely valuable insights. However, it has also partially overshadowed other important types of practices, including cognition and emotion.

This subtheme thus calls on scholars to advance our understanding of strategy practice by producing research that illuminates the link between cognition, emotion and behaviour in strategy. Studies of cognition have demonstrated that meaning-making processes are critical to how strategy is conceptualised and executed (Balogun and Johnson, 2004, 2005; Rouleau, 2005; Rouleau and Balogun, 2011). Studies of emotion have demonstrated that emotional dynamics influence interpretations of strategy and thereby how strategy is enacted (Bartunek, Balogun & Do, 2011; Cornelissen, Mantere and Vaara, forthcoming; Liu and Maitlis, 2014; Samra-Fredericks, 2004). Cognition and emotion are thus clearly important in strategy processes but must be better understood in relation to strategic behaviour. Our CFP is motivated by this need. We thus seek papers that explore the reciprocal relationship between cognition, emotion and strategy behaviour. We also welcome papers on other strategy-as-practice topics, including conceptual and empirical papers utilizing a range of methodological approaches. For more information on the practice perspective on strategizing see www.s-as-p.org.

For more information on this EGOS subtheme and to upload your short paper, please visit:

http://www.egosnet.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1392376003637&subtheme_id=1368705963718

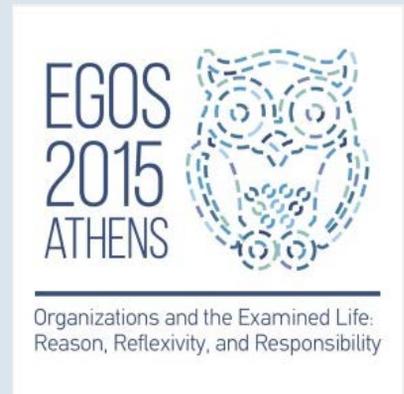
We look forward to seeing you in Athens!



EGOS 2015 SUBTHEME 46: “OPEN ORGANIZATIONS FOR AN OPEN SOCIETY? PRACTICING OPENNESS IN INNOVATION STRATEGY AND BEYOND”

**Convenors: Leonhard Dobusch, Georg von Krogh,
Richard Whittington**

Athens, Greece, July 2nd to 4th 2015



Over the past decade, ‘openness’ has become one of the most imperative virtues of modern organizations. Originating in the field of open source software development (Raymond 2001), we can observe increasing demands for all kinds of openness in fields such as open innovation (Chesbrough 2006), open strategy (Whittington et al. 2011), open science (David 1998) or open government (Janssen et al. 2012).

All these different ‘open paradigms’ share – and fuel – hopes of combining greater efficiency with more inclusive and transparent forms of organizing. In the context of open innovation, for instance, the literature anticipates technological (e.g. reduced production costs) and marketing (e.g. positive effects on reputation) benefits (Henkel et al. 2013). Open strategy, in turn, promises access to dispersed knowledge, with some even speaking of “democratizing strategy” (Stieger et al. 2013). In the realm of open government and open science, expected benefits are often connected with access to all kinds of open data (e.g. Molloy 2011).

However, studies of openness in organizations also point to a number of potential weaknesses and pitfalls such as loss of knowledge and intellectual property (e.g. Henkel 2006; von Hippel and von Krogh 2003). So, on the level of organizational practices, we need more research that addresses the challenges implied by greater openness in terms of organizational structures, boundaries and culture. And on a broader level, the boom of openness, as recently pointed out by Nathaniel Tkacz (2012), is curious within a supposedly already-open society (Popper 1971). Why is there such a demand for openness and what does this tell us about society at large?

The growing popularity and diversity of openness as a concept deserve more comprehensive theories of openness, looking at both limits and potentials of organizational openness. This sub-theme, therefore, seeks to advance our understanding of openness in different fields.

For more information on this EGOS subtheme and to upload your short paper, please visit the [EGOS website](#)

CALL FOR SUBMISSIONS TO THE STRATEGIC MANAGEMENT SOCIETY

TRACK J: STRATEGY PRACTICE



Track Chair: Martin Friesl, Lancaster University

Conference Theme: Strategy Expanding: Making Sense of Shifting Field and Firm Boundaries
Denver, October 3rd to 6th 2015

Strategy work increasingly stretches boundaries. It stretches organizational boundaries as firms engage with their wider community of stakeholders to develop strategy, but it also stretches institutional boundaries. This implies that strategy work is no longer the exclusive domain of for profit firms. It permeates the way organizations in general prepare for an uncertain future. This increasing importance of ‘strategy’, as a particular type of work, warrants closer attention to the practices and activities of strategizing in these different contexts. The Strategy Practice IG welcomes empirical and conceptual papers as well as contributions from practitioners that engage with the implications of such shifting boundaries for strategy practice. We also welcome papers that critically examine the applicability of strategizing practices across different contexts and heterogeneous organizational and institutional domains. Indeed, we may have to rethink how actors make sense of resources and capabilities and how those are mobilized towards achieving organizational objectives.

Call for Proposals: <http://denver.strategicmanagement.net/pdf/cfp.pdf>

Submission Deadline for Proposals: February 26th, 2015



CALL FOR PAPERS – SPECIAL ISSUE OF THE STRATEGIC MANAGEMENT JOURNAL

STRATEGY PROCESSES AND PRACTICES: DIALOGUES AND INTERSECTIONS

Submission Deadline: August 3, 2015

Guest Editors

Robert Burgelman, Stanford University
Steven Floyd, University of Massachusetts
Tomi Laamanen, University of St. Gallen
Saku Mantere, Hanken School of Economics
Eero Vaara, Hanken School of Economics
Richard Whittington, Oxford University



The objective of this Special Issue is to bring together the state of the art of strategy process and practice research and to call for exemplary contributions to extend and bridge the existing streams of research on strategy as it happens in organizations. We see major potential, for example, in the recent research on organizational cognition, evolutionary perspectives, historical analysis, as well as narrative and discursive approaches in contributing to an improved understanding of strategy processes and practices.

This call is an attempt to link contemporary strategy research to theories and methods that advance our understanding of processes, practices and activities of strategy and strategizing. This special issue is also linked with new ways of engaging and collaborating with practitioners. While calls have been made on behalf of collaborative research between academics and strategy practitioners before, there have been few successful examples of empirical work, fuelled by a practical interest. Although there are well-known examples of successful practitioner-academic collaborations, such collaboration tends to be relatively uncommon. We believe the topics associated with this special issue are particularly relevant to strategists working in organizations, and as a result, we intend that research in the special issue will foster stronger ties between academics and business professionals.

We are open to a wide range of paradigms within strategic management. In particular, we invite innovative research that enhances theorizing on strategic management through cross-fertilization of ideas across different perspectives. We would consider papers that are conceptual, qualitative, or quantitative.

Full call for papers at: <http://smj.strategicmanagement.net/pdf/dialogues-and-intersections.pdf>

YOUR SAP INTEREST GROUP OFFICERS!

Please get in touch!



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

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

IG Chair-Elect: Anne D. Smith, University of Tennessee (asmith51@utk.edu)

Program Chair: Jane Lê, The University of Sydney (jane.le@sydney.edu.au)

PDW Chair: Paul Spee, University of Queensland (p.spee@business.uq.edu.au)

Representative-at-Large: Charlotte Cloutier, HEC Montreal (charlotte.cloutier@hec.ca)

Representative-at-Large: Carola Wolf, Aston Business School (c.wolf@aston.ac.uk)

Secretary: Gary Burke, Aston Business School (G.BURKE@aston.ac.uk)

Membership Secretary: Katharina, University of Zurich (katharina.dittrich@uzh.ch)

Treasurer: Claus Jacobs, Berne School of Management (claus.jacobs@bfh.ch)

IT Officer: Leonard Dobusch, Freie Universität Berlin (Leonhard.Dobusch@fu-berlin.de)



INTRODUCING OUR NEW IT OFFICER

Leonard Dobusch

Assistant Professor for Organization Theory

Freie Universität Berlin

Leonhard.Dobusch@fu-berlin.de