Welcome to the Fall 2015 newsletter! I am pleased to be the IG Chair for 2016 building on Tomi Laamanen’s superb leadership of this group and guiding this dynamic Interest Group forward. I join a hard-working team of academic volunteers who are committed not only to study and converse about strategizing activities and practices but also to enhance our membership and Academy activities. One important vehicle to keep in touch with members is our newsletter. In this newsletter, we celebrate memorable moments from AOM 2015 in Vancouver, highlight innovations, and provide a glimpse of what lies ahead.

Celebrating AOM 2015 Moments. In this newsletter, we celebrate our Distinguished Speaker series begun three years ago at the 2013 meeting in Orlando. At the 2015 meeting, Henry Mintzberg (McGill University) was our third Distinguished Speaker, following previous Distinguished Speakers Robert Burgelman and Kathleen Eisenhardt. Every seat was filled at his talk in one of the largest venue spaces in Vancouver! (p. 2) We also celebrate award winners in our Interest Group (see p. 3) and overflowing crowds at our PDWs (see article on teaching SAP p. 4). We continued our tradition of Friday night AOM dinners and lively Monday night socials, events that we expect to continue and grow in Anaheim AOM 2016.

Innovations at AOM. Program Chair Jane Lê urged chairs to be creative in their paper sessions; she discusses this innovation and positive outcomes in this newsletter. (p. 5) The membership committee also started informal SAP Meet and Greet sessions, an innovation which was a tremendous success (p. 5-6). We also highlight the experiences of a new SAP member (p. 7) and emerging SAP scholars (p. 8) as well as a new addition to this newsletter,— an “on ramp” SAP readings for those new to this area (p. 9-10).

What lies ahead? Of course, AOM 2016! Anaheim as a destination has many inviting aspects beyond Disneyland (see p. 13). There are many ways for you to get involved. First – be a reviewer! Sign up to be a discussant or session chair as well. Second – submit your PDW proposals, papers and symposia to IG (see p. 14-15). Third – be engaged in the SAP Interest Group’s activities in Anaheim! There are other ways between now and August to connect with SAP researchers — such as the SAP-Reg (p. 16) and other conferences and Special Issues (p. 17-20). We also highlight a recent article by leading SAP scholars on the danger of studying practices in isolation (p. 11).

So, get a coffee, sit back, and enjoy catching up on the Strategizing Activities and Practices Interest Group! Yours, Anne Smith
At the 2015 Academy of Management Conference, the SAP (Strategizing, Activities, and Practices) interest group had the honor of hearing an inspiring keynote talk from Henry Mintzberg, the inventor of the “Emergent Strategy” approach.

Reflecting upon emergent and deliberate strategy, Henry’s keynote described the early stages of development of the emergent strategy approach. Offering an interesting contrast between the emergent and the deliberate, he highlighted the role of balance, as “strategy formation walks on two feet, one deliberate, the other emergent” (Mintzberg & Waters, 1985: 271). Mintzberg’s talk was an insightful introduction to the emergent strategy model, which he described as engage, experience, and emerge, in contrast to deliberate, design, and direct.

Henry’s keynote touched upon important themes of management education, and particularly the role of experience and evidence in teaching. Highlighting the role of experience, he discussed how the experience of students should be better utilized in management education. Henry’s talk interestingly challenged some existing teaching methods, such as case-based teaching. In his keynote, Henry called for management thinking and practice beyond measurement, as strategic management is far more than that.

Finally, Henry Mintzberg’s keynote addressed the duty of management education to train responsible managers. He highlighted the difficult challenges of corruption, stating that, “We have to open our practice beyond strategy as practice to the practices that are destroying this world.”

Henry Mintzberg’s insightful keynote speech can be viewed in full on YouTube:
https://youtu.be/C-bhWmJ9bKk
CONGRATULATIONS – AND THANK YOU!

Best Paper Winner:  
Paula Jarzabkowski, City U. London; Rebecca Bednarek, Birkbeck  
“Towards a Social-Practice Theory of Competition”

Best Student Paper Winner:  
Lisa Day, London Metropolitan U.; Julia Balogun & Michael Mayer, both Bath U.  
“Over the Top of the Hill: Sensemaking and the Role of Meetings in Sustaining Strategic Change”

Best Practice-Oriented Paper Winner:  
Chanchai Tangpong, Derek Lehmberg, Zonghui Li, North Dakota State U.  
“New CEOs in Turnaround Situations: What to Do or Not to Do in their First Year”

Outstanding Reviewers:  
Gary Burke, Aston U.  
Laure Cabantous, City U. London  
Katharina Dittrich, U. of Zurich  
Stephane Guerard, U. of Zurich  
Karla Sayegh, McGill U.  
Paul Spee, U. of Queensland  
Samir Adamoglu de Oliveira, U. Positivo  
Cecile Belmondo, U. de Lille 1  
Parshotam Dass, U of Manitoba  
Fleur Deken, VU Amsterdam  
Ben Golant, Newcastle U.;  
Mustafa Kavas, City U. London  
Shenghui Ma, U. of Zurich  
Charmaine Williamson, U of South Africa  
Robert Wright, Hongkong Polytechnic U.

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://aom.org/annualmeeting/review/. Thank you in advance for your contribution!
SAP PDW ON TEACHING: REFLECTION ON THE USE OF TECHNOLOGY BEFORE, DURING AND AFTER CLASSES

Prof. Julio Carneiro-da-Cunha, Nove de Julho University, Brazil

Teaching SAP in regular classes is still a challenge for teachers. Traditional lectures with few interactions with students do not seem appropriate for SAP scholars. It would not enable our students to experience and understand the relevant elements of the strategy discipline. Yet, the emergence of new technologies in classes may harm face-to-face interpersonal relationships. Rather than supporting, it may be that technology limits the professor on his pedagogical goals.

It is important to create conditions in which students can experience group social practices in the classroom. We should provide them an environment in which they can act and interact with each other. They would practically experience the central concepts of SAP as proposed by Whittington (1996). These classroom social relations could be conducted mainly through group activities, such as; case studies; role playing simulations; real life exercises or usage of toys in strategy work, and will create deeper engagement with corporate activities. These activities were presented by Prof. Robert Burgelman at the last AoM Meeting in the SAP PDW related to innovative ways in teaching strategy. In this class scheme, the teacher should lead students in dealing with real problems in decision making without chances for major planning. The social dynamics based on how to conduct such decisions could be a cornerstone for students’ practical experience.

I come with the idea that technology can facilitate SAP teaching before, during and after classes in distinct ways. Before class, teachers could use technology support to record the conceptual and theoretical content of a lesson and to provide it via video or even podcasts to students. Students would receive support not only through reading, but also through the teacher’s introduction to the discipline content. While in the classroom, teachers would not explain concepts and textbooks content. They would conduct interactive exercises with students oriented to resume real life social practices. This initiative would allow students to experience SAP content during class. In addition, tablets, laptops or mobile phones could be used, for example, to support drafting ideas or doing some quick calculations. Still, later in the class, technology could also serve as means to the teacher to offer individual (or groups) feedbacks. After the class, the professor could use video to present some conclusions while also preparing the students with a brief content of their next meeting. In addition, videos based on actual experiences of interactions among executives could be useful to stimulate further thinking and engagement with the learned content. These suggestions support my belief that technology would not be avoided, but rather used in favor of promoting social interactions among students.

In summary, technology should be understood as a teaching support artifact, without serving as replacement to practices and social relations. Such experiences should be lived by students in the classroom. Classes should rely on technologies as part of strategy making as material practices (Jarzabkowski & Spee, 2009).
SESSION INNOVATION IN VANCOUVER 2015

Jane Le, Program Chair

Based on feedback from our members we trialed a few new presentation formats at the AoM 2015 Meeting in Vancouver in order to increase interaction between participants and make sessions more lively. Session chairs were encouraged to use one of the following formats, depending on the nature of the papers in their session:

1. **Traditional format**: Standard paper presentations followed by discussion
2. **Roundtable format**: Two to four facilitated roundtables (one around each paper / group of papers)
3. **Pecha kucha format**: Short presentations, each only 6 minutes long, using slides with only images (20 slides, each displayed for 20 seconds); this was followed by a longer discussion
4. **Teaser format**: Very short presentations (3-5 minutes) plus extended discussion
5. **Swap format**: Participant were assigned someone else's paper to present

These new formats were supported by experienced Session Chairs. Indeed, we were very fortunate to attract a number of leading scholars to facilitate sessions for the SAP interest group.

I am pleased to report that feedback from Session Chairs about the new formats was overwhelmingly positive. Participants reported that people engaged deeply with the papers, that discussions were of high quality and, consequently, that the feedback they received on their papers was outstanding. The only niggle was that people had more clarification questions in shorter and visual presentations. We will thus continue with adapted versions of these presentations in future years. If you have any ideas for ways in which we can improve sessions, please get in touch!

MEET & GREET SAP: AN EXPERIENCE

Suvi Einola, University of Vaasa, Finland

As a first-time attendant of the Academy, I assumed AoM was a giant conference with a massive show of endless presentations in never-ending divisions and interest groups and a rather official, more superficial atmosphere. I couldn’t have been more wrong!

Already the first SAP Meet & Greet session on a beautiful Friday morning in Vancouver demonstrated how wrong I was. Paul Spee, Katharina Dittrich, Jane Lé and the rest of the Friday morning group welcomed us warmly to the Caffé Artigiano and the SAP Interest Group.
I was more than surprised about the openness of the conversations, the interest everybody showed towards each other’s research and the enthusiasm of all participants. After Friday morning’s fireworks-start, I had to re-schedule my AOM calendar to be able to join all the Meet & Greet sessions.

On Saturday morning, Paula Jarzabkowski, Feng Liu and Charlotte Cloutier welcomed us to have a thought-provoking discussion on “Putting practice theory at the heart of SAP research”. As if this wasn’t breathtaking enough, also Mary Crossan joint the discussion. After an hour of truly immersive conversation, I found my breakfast cold under my nose, and my head full of new thoughts, ideas and information.

Sunday morning we were honored to meet Richard Whittington, Katharina Dittrich and many others. I was overwhelmed about the genuine interest Richard showed in the research topics of each one of us, taking into account, that Richard’s “Exploring Corporate Strategy” book sold more than a million copies.

Sometimes you need to go far to find the most interesting people from near. Monday morning we were able to meet Eero Vaara from Aalto University, Finland. Together with Sotirios Paroutis they introduced us to the potential of future research avenues in SAP. I hope many of those ideas will come true through high quality research conducted by SAP members in near future.

I want to thank you all from the bottom of my heart; my first AOM was the best conference I have ever joined because of you all. I can’t wait to see you all and many more in Anaheim next year.

Best wishes, Suvi Einola
ADOPTING NEW SAP MEMBERS

Ariane Hengst, Ludwig-Maximilians-University of Munich, Germany

My name is Ariane Hengst and I am a 3rd year PhD student at the Ludwig Maximilian University of Munich, Germany. As a first time AOM attendee I had the chance to participate in the AOM "Adopt-a-Member" onsite mentoring program for the 2015 Annual Meeting in Vancouver.

I was matched to a mentor to whom it turned out I had more in common than the SAP membership. Katharina Dittrich from the University of Zurich happened to have graduated from the same University, share common research interests, and the joy of hiking in the Alps – we immediately connected really well!

I contacted her several weeks before the AOM and she forwarded me the SAP specific program, encouraged me to sign up for the SAP Social Dinner and invited me to a reception. Right from the start I was encouraged to fully dive into this new AOM world. Having arrived in Vancouver, Katharina and I met on the first day at one of the SAP social hours in the Café Artigiano where she introduced me to other members of the SAP community.

Katharina was attending her fifth AOM so she was a real expert and provided me with plenty of useful insights in how to best profit from but also enjoy the AOM. During the other days I ran into Katharina several times since we had by chance signed up for the same PDWs or round table discussions. This was a wonderful occasion to get involved in conversations, meet other interesting researchers from the SAP community or beyond and overcoming a first time attendee’s greatest fear - sitting alone :-).

Having signed up for the mentoring program turned out to be a really great experience since it helped me a lot to make my first AOM participation a less overwhelming yet very personal experience. If I hopefully get accepted to next years’ AOM in Anaheim, I will fly there with the joy of already knowing some people from the community to which I now belong myself.

ADOPTING A MEMBER IS EASY & FUN
SIGN UP HERE

Suvi Einola (suvi.einola@uva.fi)

Topic: Making sense of organizational paradoxes
Suvi Einola is a PhD candidate in the Administrative Sciences in University of Vaasa (Finland). She works as a project researcher in the Networked Value Systems (NeVS) research group in the Faculty of Business Studies. Her main research interests lie in practices enabling and disabling strategy work in organizations. Her PhD research focuses on paradoxes in strategy work both in public and in private organizations. Her empirical projects concentrate on city organizations and industrial companies in Finland, projects funded by Tekes (the Finnish Funding Agency for Technology and Innovation). Besides her research, Suvi is leading a management training program in a city organization, acts as a management consultant in the field of participative strategy work, is a proud mom of two amazing girls and acts as a baseball coach for small kids.

Tracy Martin (t.martin@business.uq.edu.au)

Topic: How boards take decisions on people issues during strategic change
Tracy Martin is working on her PhD in the Management cluster at the University of Queensland Business School in Brisbane under the supervision of Professor Charmine Hartel and Dr Paul Spee. Her research interests are in corporate governance, strategic change and human resource with specific focus on the practitioner perspective. Drawing on her own practitioner background in organizational development and change management in large organisations, Tracy is examining how company boards are involved in decisions about people issues during strategic change. She is employing both narrative and ethnographic methods to explore the motivations, skills and practices that company directors, and those they work with, use to make decisions in this specialist area. Her research setting is Australian companies and her ethnographic study is being conducted in a mid-sized financial services firm. She expects to complete her PhD in mid-2016. Tracy recently attended the AOM conference in Vancouver and was inspired by the many scholars she met and sessions she attended. The symposium that Tracy developed in collaboration with four other international scholars, “Inside the black box: Board observation in practice”, was nominated by the SAP interest group for the Emerald Best Symposium Award 2015 and was awarded 3rd place overall.

Kseniya Navazhylava (kseniya.navazhylava@hec.edu)

Topic: Strategic Use of Social Media
Kseniya Navazhylava is a PHD Candidate in the Human Resource Management and Organizations department at HEC, Paris. Her main research interests surround strategic use of social media. On the micro level, she focuses on how high status and low status professionals make sense of the use of social media for organizational purposes, and outcomes in terms of employee autonomy following sensemaking and consequent use of this new technology. On the meso level, she investigates how strategic self-presentation allows engaging audiences in knowledge collaboration and increase employee cohesion. In her empirical projects, she finds that organizational demand for transparency initiates strategic response from employees in two opposing directions: resisting and self-presentation strategies. Kseniya's dissertation project is conducted in the European Publishing house, and performed with help of qualitative research methods. Her working papers were accepted to and presented at numerous conferences, such as AoM, EGOS, and the Ethnography Symposium. Kseniya will finish her dissertation in Spring 2016.
NEW TO THE FIELD OF STRATEGY-AS-PRACTICE? SOME TOP TIPS TO GET YOU STARTED

Rebecca Bednarek, Katharina Dittrich & Anne Smith

What to read?
We canvassed the knowledgeable executive team of the Strategizing Activities and Practices Interest Group (SAP IG) about their top “must reads” for scholars new to the field. Everyone had a different list and it was a near impossible task to settle on just a few. However, the following mix of conceptual and empirical exemplars is a good place to start:


There are many other exemplars that we could have easily included above. Look out for more lists in future newsletters and you can discover all this great work through the SaP-In bibliography: [www.s-as-p.org/bibliography](http://www.s-as-p.org/bibliography).

How to get involved with SAP at the Academy of Management?
There are a number of ways to get connected and involved with the SAP IG at the Academy of Management.

1. Sign up to our ListServe for all the information (it’s easy!): [aom.org/Networking/ListServs.aspx](http://aom.org/Networking/ListServs.aspx).

2. Sign up as a member to the SAP Interest Group when you become a member of AoM ([secure.aomonline.org/JoinOnline/join.asp](http://secure.aomonline.org/JoinOnline/join.asp)). If you are already a member, you can join SAP at any time by emailing the AoM membership office: [membership@aom.pace.edu](mailto:membership@aom.pace.edu)

3. Our online resources with all the latest news include the SAP IG website [sap.aom.org](http://sap.aom.org); YouTube channel [youtube.com/channel/UC0xhFswaCu23ueF1HPGqKww](http://youtube.com/channel/UC0xhFswaCu23ueF1HPGqKww) and blog [strategizingblog.com](http://strategizingblog.com). Plus you can follow us on Twitter [@strategizers](http://twitter.com/@strategizers).

4. We would love you to review for us for the annual conference; you can sign up now: [aom.org/annualmeeting/review](http://aom.org/annualmeeting/review). There are coveted “best reviewer” awards which are frequently won by early career scholars and PhD students.

5. Submit your work to the SAP IG for the AoM Meeting 2016 and/or join us for an exciting program of social events, PDWs and paper sessions, including a suggested pathway through the meeting we are designing specifically for PhD students.
NEW TO THE FIELD OF STRATEGY-AS-PRACTICE?  
- CONTINUED -

Rebecca Bednarek, Katharina Dittrich & Anne Smith

Other ways to get connected with strategy as practice: In addition to AoM here are some other useful resources and events:

• Our international network has a website – SAP-IN - and associated ListServe designed to disseminate SAP research and the latest news about events: sap-in.org.

• At the European Group for Organization Studies (EGOS) Colloquium there will be a Strategy as Practice Community Day (Wed. 6th July). Registration will be open soon through the EGOS website. The exciting track relevant to Strategy as Practice at EGOS this year is “Strategy Practices and Performativity”: http://www.egosnet.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1434639284029&subtheme_id=1407070330774 (see page 17 for more details)

• The British Academy of Management (BAM) has a Strategy as Practice Track at their annual meeting (September, 2016): bam.ac.uk/civicrm/event/info?id=3013

• The Strategic Management Society has a well-established Strategy as Practice Interest Group that runs a track at their annual meeting (October, 2016): https://strategicmanagement.net/ig/practice_of_strategy.php (see page 18 for more details)

• As you can see there are many ways to get and stay connected with the strategy as practice community!
Economists are finally paying attention to management practices. Who could possibly object? Well, we worry at least. We also think we can do better.

Nicholas Bloom and John van Reenen, economists at Stanford and LSE respectively, have lately been leading a major international research programme on the performance impact of good management practices. The practices are fairly generic- target setting, incentives and performance monitoring – and their preferred method is large-scale surveys, coupled with some consultant-led experimental interventions. Unsurprisingly to us perhaps, but remarkably to economists, Bloom and van Reenen find that in aggregate these management practices can make a difference.

Of course, it is wonderful that economists are waking up to management. But our worry is how these findings are being imported raw into the strategy discipline. Thus Phil Bromiley and Devaki Rau have recently drawn on them to propose a ‘Practice-Based View’ on strategy, arguing that the kinds of practices identified by Bloom and van Reenen, and potentially others, can be a source of competitive advantage for individual firms.

We think this exclusive focus on practices is potentially dangerous. It is as if management scholars had discovered nothing from long decades of research on practices. Practices are being treated in isolation from who implements them and how they are enacted on the ground.

In a recent paper in Strategic Organization, we argue for the critical roles of the practitioners and praxis involved in strategically-significant practices. A practice does not have the same legitimacy, meaning or force if introduced by an incoming CEO, by familiar middle managers or by a prestigious strategy consulting firm. A practice is never enacted in the same way, but involves local and dynamic improvisations and workarounds. To insist on the literal implementation of a practice is to ignore experience. To suggest that anybody can enact a practice with the same results is an invitation to failure.

Thus, while we applaud the growing recognition of practices, we also affirm the fundamental insight from Strategy-as-Practice and other practice-theory approaches to management research: practices cannot safely be studied in isolation. In our article, we therefore construct a new integrated model that traces how practices’ effects are various, and depend heavily on who enacts them and how. We also show how this integrated model can both provide insight into existing problems in strategy research and motivate new potential research directions. Research on management practices will be the better for integrating actors and enactment.

Bibliography
INTRODUCING YOUR PROGRAM TEAM 2016

Chair: Anne Smith

Chair-Elect: Jane Lê

Program Chair: Paul Spec

PDW Chair: Sotirios Paroutis
WHY ANAHEIM IS WORTH A TRIP

Katharina Dittrich, recently Visiting Scholar at the University of California at Irvine (UCI)

The decision to attend a particular conference is not always only based on the scholarly community or the feedback one hopes to receive, but also on the location of the conference. While Vancouver has definitely been a center of attraction, one might wonder what Anaheim has to offer. Besides the lively SAP community that is sure to continue fun events like the Meet & Greet and the Friday night dinner outside the conference, what else is there to explore? As a recent visiting scholar to the University of California at Irvine (UCI), just a 30-minute drive from Anaheim, I can assure you Anaheim offers a platform to explore much more than just Disneyland.

Here are just a few of the highlights that make Anaheim worth a trip:

For the **beach person**: Explore gorgeous beaches, such as **Crystal Cove** or **Laguna Beach**

For the **film enthusiast**: Walk the renowned **Hollywood Boulevard** and take a peak behind the scenes

For the **gamble**: play the cards at the largest casinos in the world at **Las Vegas**

For the **motorist**: rent a **convertible** and enjoy the breeze on the legendary **Highway 1**

For the **diver**: Dive into the fantastic underwater scenery at **Huntington Beach** or **Catalina Island**

For the **outdoor enthusiast**: watch breathtaking climbing at El Capitan at **Yosemite Park**, walk the desert at **Joshua Tree National Park** or hug the largest trees on Earth at **Red Wood National Park**
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 “Making organizations meaningful”. This theme is prominent in many studies exploring the development and execution of strategy. It encourages us to take stock of the approaches that have been at the forefront of conceptualizing meaning, which lies at the heart of strategy work. It also allows us to consider opportunities to conceptually and empirically advance our understanding of meaning-making within the realm of strategy. The theme also encourages us to revisit some fundamental premises about our understanding of ‘organization’ and ‘meaning’. For instance, we may ask what the boundaries of an organization are and how these shape the ‘meaning’ of strategic actions. Similarly, we may ask which actors are involved in the meaning-making process and whether this is perceived to be appropriate and legitimate. Equally, we can examine the processes or mechanisms that preserve meaning or make certain meanings illegitimate. The area of meaning has been explored from multiple angles, including from cognitive, sensemaking and narrative approaches. This year’s theme of ‘making organizations meaningful’ pushes us to reconsider some of the assumptions inherent in current approaches and to explore new approaches that may offer complementary or contradictory findings.

The theme has much potential, opening up interesting areas of research to advance our understanding of the processes and mechanisms that contribute to or constrain the meaning-making process at the heart of strategy work. For instance, studies may explore the mechanisms that explain the different meanings that strategists, middle managers or other stakeholders attach to a strategic initiative. The theme also offers the opportunity to delve into assumptions about the level of shared meaning across organizational members and how current theoretical approaches acknowledge this. Work conducted under this theme may identify the processes or mechanisms that shape the meaning of strategic actions. Areas like these may be addressed by examining the degree of clarity or ambiguity involved in strategy making or seeking to explicate the mechanisms facilitating the embeddedness of meaning in wider organizational process or systems. In short, the question of how strategy work renders an organization and its actions meaningful 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.
CALL FOR PAPERS, SYMPOSIA AND PDWS

Scholarly Program: We encourage submission of conceptual and empirical papers and symposia that focus on the specific conference theme, welcoming papers that address other issues within the general domain of the SAP Interest Group and papers that explore the intersections of SAP with other closely related areas such as BPS, OMT, ODC, RM, and MOC. We also warmly invite symposia that propose integrative lenses or new methodologies that challenge current organizational and theoretical perspectives. The 2016 AOM program is held from Sunday, August 7 through Tuesday August 9 in Anaheim, California.

PDW Program: We invite submissions for Professional Development Workshops (PDWs) at the 2016 Annual Meeting in Anaheim, California, United States. The PDW sessions will be held between 8:00am Friday, August 5, and 8:00pm Saturday, August 6. We encourage PDW submissions that match the research agenda of the SAP Interest Group, particularly submissions dealing with the conference theme. We also encourage submissions that consider interactive session formats for example, workshops, roundtable discussions, and demonstrations. In assessing the PDW submissions we will focus on fit with the Interest Group, as well as developmental potential and session interactivity. Please indicate potential co-sponsors in the submission document (e.g., OMT, BPS, ODC, MC, RM, TIM). New for this year: submitters have the ability to request a minimum duration of 1.5 hours if they feel it would better serve the workshop, session flow, and attendee engagement. You are encouraged to discuss potential PDWs with Sotirios Paroutis (Sotirios.Paroutis@wbs.ac.uk) before submitting your proposal.

Details for Submission: The submission deadline for the 2016 AOM Meeting is January 12th, 2016 at 5:00 pm EST. All submissions must be made through the AOM website at http://submissions.aomonline.org/2016/ (opens in early october). Please carefully review all the submission guidelines and formatting instructions before submitting and indicate potential co-sponsors (e.g., BPS, OMT, ODC, RM, MOC, etc.) in the submission document. If you are submitting to the SAP Interest Group this year, please also consider reviewing for us! For more information on Strategizing Activities and Practices, please visit the SAP Interest Group website (http://divisions.aom.org/sap/). For more information on Strategizing, Activities and Practices Interest Group, please visit: http://sap.aom.org/.

AWARD INNOVATION: THE NEW SAP “PUSHING THE BOUNDARY” AWARD 2016

To recognize a paper that presents an innovative and novel idea that challenges taken-for-granted assumptions and makes an original argument, we introduce the SAP "Pushing The Boundary" Award in 2016. It complements our existing awards: SAP Best Paper Award; SAP Best Student Paper Award, SAP Best Practice-Oriented Paper Award and the SAP Outstanding Reviewer Awards. Looking forward to your submissions.

Paul Spee
Program Chair
The Strategy-as-Practice Review Group (SAP-R) has been founded by Gary Burke (Aston Business School), Sotirios Paroutis (Warwick Business School) and Richard Whittington (Said Business School) and is aimed at helping authors develop their papers for publication and, in particular, address reviewer comments.

The next SAP-R workshop is scheduled to take place at Cass Business School on the 3rd October, following a research presentation by Eero Vaara. Unfortunately, all spaces are already booked, but if you would like to get on the waiting list and get a last-minute seat, please contact Konstantinos Chalkias (konstantinos.chalkias.1@city.ac.uk).

The timetable for the workshop is as follows:

12.30-2pm: Eero Vaara research presentation; Cass Business School (optional)

2.00-2.30 pm: SAP-R workshop registration

2.30-3.15pm: 1st paper presentation and discussion

3.15-3.45pm: break with afternoon tea

3.45-4.30pm: 2nd paper presentation and discussion

4:30-5:30pm: The art of ‘Writing’ [Paula Jarzabkowski], ‘Editing’ [Davide Ravasi] and ‘Reviewing’ [Sotirios Paroutis] for SaP papers.

6.00 - Drinks and dinner for those who wish to ‘apres SAP-R’
EGOS SUB-THEME 70: STRATEGY PRACTICES AND PERFORMATIVITY: UNDERSTANDING STRATEGY AS PERFORMATIVE PRACTICE

Convenors:
Laure Cabantous, Cass Business School, City University London, UK
Martin Kornberger, Copenhagen Business School, Denmark,
David Seidl, University of Zurich, Switzerland
University of Naples Federico II
July 7–9, 2016 in Naples, Italy

The concept of performativity – derived from Austin's (1962) insight that some statements do not describe an external reality but actually "do things" and perform this reality – has generated many fruitful ideas in philosophy and the social sciences (e.g., Butler, Callon, Barad). These ideas have, in turn, influenced organization scholars in various streams of research (Gond et al., 2015; Guérard et al., 2011, Diedrich et al., 2013), including gender studies (Tyler & Cohen, 2010), critical management studies (Spicer et al., 2009), communication (Cooren, 2004), and information technology (Orlikowski & Scott, 2014). These studies emphasize the generative power of the concept of performativity, and illustrate its potential for organization studies.

In the field of strategy, to date there are only few accounts that utilize the notion of performativity. For instance, Vaara et al. (2010) are interested in the discursive aspect of strategy and investigate the power of strategic plans; Kornberger and Clegg (2011) rely on Austin to discuss how the "discourse of strategy" acts performatively in the context of New Public Management; Guérard et al. (2013) invite strategy scholars to adopt a performativity perspective to rethink the concept of performance; Cabantous and Gond (2011) build on Callon (1988, 2007) to explore the performative power of rational choice theory and strategic decision-making. D'Adderio (2008) builds both on Feldman notion of performative routine and Callon's approach to performativity to better theorise routines (see also D’Adderio & Pollock, 2014); Ottosson & Galis (2013) engage with Callon's notion of performativity to study how corporate strategy is justified; and Doganova and Eyquem-Renault (2009) conceptualize business models as a performative device.

Building on and extending this line of inquiry, this sub-theme invites strategy scholars to explore the generative possibilities of the concept of performativity. The sub-theme seeks to widen and deepen the engagement with one (or more) conceptualization(s) of performativity, such as that of Austin (performativity as doing things with words); Butler (performativity as actors' constituting the self); Barad (performativity as socio-material mattering); Callon (performativity as bringing theory into being), or the communicative school of communication (Cooren, 2004; cf. Gond et al. [2015] for an overview). By relying on one (or several) conceptualization of performativity, strategy scholars will be able to further the understanding of strategy, its practice and (unintended) effects, as well as focus on new phenomena that have so far been under-studied, such as the materiality and strategy; aesthetics of strategizing; strategizing as mobilizing collective action, etc.

Deadline for submissions is: January 11th 2016
STRATEGIC MANAGEMENT SOCIETY: STRATEGIES THAT MOVE THE WORLD

Track J: Strategy Practice
Track Chair: Stephanie Dameron, University of Paris-Dauphine
September 17–20, 2016
Berlin, Germany

The Strategy Practice IG explores the doing of strategy and its link with the broader institutional and societal environment strategy practitioners operate in. The increasing demand for “Strategies That Move the World” may renew our understanding of strategy works. How far are strategy practitioners taking into account this demand? This question relates to a large range of issues, such as the way different types of stakeholders may be part of and influence strategy work, how strategy practitioners perceive or change the organization’s purpose and shape their environment, or the institutional side of strategy work. The Strategy Practice IG welcomes empirical and conceptual papers as well as contributions from practitioners who engage with the implications of such social and environmental needs and demands on strategy practice. We also welcome papers that critically examine the applicability of strategizing practices across different contexts and heterogeneous organizational and institutional domains.

Further Details can be found here: [http://strategicmanagement.net/berlin/overview/overview](http://strategicmanagement.net/berlin/overview/overview)
Deadline for submissions is February 25th 2016
SPECIAL ISSUE “INTERCONNECTING THE PRACTICE TURN AND COMMUNICATIVE APPROACH TO ORGANIZING. A NEW CHALLENGE FOR COLLECTIVE ACTION”

Guest Editors
Nicolas Arnaud (Audencia School of Management, France)
François Cooren (Université de Montréal, Canada)
Bertrand Faure (Université de Toulouse, France)
Jeanne Mengis (Università della Svizzera italiana, Switzerland)

Deadline: 30th September 2016

In this special issue, we want to advance knowledge on collective action – one of the most challenging issues for contemporary business and organizations – by inviting theoretical and empirical contributions at the intersection between the practice turn (Schatzki, Knorr-Cetina and Von Savigny, 2001; Rouleau, 2013) and communicative approaches to organizing (Putnam and Nicotera, 2008; Cooren, 2010).

Scholars from various disciplines (e.g., sociology, management, psychology, communication, economics and ergonomic studies) have long been interested in the ongoing transformation and enactment of collective action at work in relation to wider organizational transformations. Interpretive (Putnam and Pacanowsky, 1983) or process theories (Tsoukas and Chia, 2002) have proposed to see collective (or co-oriented) action as relying upon heedful care for mutual interdependencies (Weick and Roberts, 1993) rather than on the establishment of shared organizational knowledge or culture. Current trends of thought put forward that collective action is nowadays more than ever a distributed and hybrid performance, a polyphonic dance of human and non-human agency (Latour, 1996; Cooren, 2010). How can this diversity of practices across time and space achieve unity of discourse? How can multiple voices become the one voice of the organization (Taylor and Cooren, 1997), thus doing the same thing while remaining different? This is what collective action is about in modern organizing: something in between situated communities of practice (Brown and Duguid, 2002) and dislocated communicational processes (Taylor and Van Every, 1993; Faure and Arnaud, 2014).

This call for papers suggests exploring further the hypothesis according to which collective action is about how people work within a social and organizational setting to construct and mobilize interests and resources as well as about how people create the conditions under which social action occurs (Quinn and Worline, 2008). As such, collective action can be seen as the capacity of a collective to generate a performance by constantly producing and reproducing the meaning of its action, in a singular situation that mobilizes cultural and historical experience leading to a collective competence (Arnaud and Mills, 2012).

The special issue aims at extending our knowledge about production, support and transformation of collective action by studying it from the dual perspective of practice theory and organizational communication. We thus encourage authors to develop further our understanding of collective action by relying both on the concepts of practice and communication. We are especially interested in contributions that solicit empirically grounded reflections on collective action and that document the concrete and practical conditions for the existence of collective action across time and space.

For further details see: http://www.management-aims.com/fichiers/images/SI%20CfP%20Communication%20M@n@gement.pdf
We take the 25th anniversary of Greenwood, Hinings and Brown’s (1990) seminal paper on the ‘P2’ archetype of the professional partnership as an opportunity to take stock and chart the future of the professional organization.

Much has happened over the past 25 years to reshape the landscape of professional service firms (PSFs), professional organizations more broadly (von Nordenflycht, 2010), and their study. For instance, the liberalization of the legal market in the UK and elsewhere has led to outside ownership and “Alternative Business Structures”. The “Big Four” accounting firms are showing a renewed interest in the provision of legal services and rekindling debates about multidisciplinary practices (Greenwood & Suddaby, 2006). What do these trends mean for the governance, management, and professional ethics of PSFs? While the ‘P2’ archetype was introduced to account for the “distinctive characteristics” of professional partnerships 25 years ago, to what extent are they still distinctive today? Do we need to shift focus to how PSFs may be different from each other (Malhotra & Morris, 2009) and, in fact, similar to other types of organizations? If so, what can different types of PSFs and other organizations learn from each other? More broadly, as PSFs diversify and internationalize, what are the dynamics between international, multi-disciplinary ambition and national, professional oversight (Smets, Morris, & Greenwood, 2012)? What kinds of institutional work do professionals, clients, firms, and others perform to shape professional landscapes in their interest? In the quest for profitability, the focus of innovation is increasingly shifting from service to process to business model innovation, going beyond outsourcing and value chain disintegration (Sako, 2013) to produce entirely new service delivery models. What new models of innovation, but also business models and organizational forms are emerging? Finally, how are individual professionals incentivized to accomplish all this? Specifically, how do PSFs accommodate the work-life preferences of millennials (Malhotra, Morris, & Smets, 2010). Will the ‘up-or-out’ system, a cornerstone of the professional partnership, disappear? And, if so, what would replace it?

To address these questions, we invite scholarly papers from a wide range of disciplines and academic perspectives, such as organization theory, sociology of the professions, business history, communication studies, evolutionary economics, political science, strategy, economic geography, and anthropology. We welcome a broad range of methods across the full spectrum of qualitative and quantitative approaches.

Further details can be found here: http://www.sbs.ox.ac.uk/ideas-impact/psfstudies/news/journal-professions-and-organization-special-issue-%E2%80%93-cfp
YOUR SAP INTEREST GROUP OFFICERS!

Past IG Chair: Tomi M. M. Laamanen, University of St. Gallen (tomi.laamanen@unisg.ch)
IG Chair: Anne D. Smith, University of Tennessee (asmith51@utk.edu)
IG Chair-Elect: Jane Lê, The University of Sydney (jane.le@sydney.edu.au)
Program Chair: Paul Spee, University of Queensland (p.spee@business.uq.edu.au)
PDW Chair: Sotirios Paroutis, Warwick Business School (Sotirios.Paroutis@wbs.ac.uk)
Representative-at-Large: Rebecca Bednarek, Birkbeck, University of London (r.bednarek@bbk.ac.uk)
Representative-at-Large: Carola Wolf*, Aston Business School (c.wolf@aston.ac.uk)
Representative-at-Large: Robert P. Wright, The HongKong Polytechnic University (robert.wright@polyu.edu.hk)
Secretary: Gary Burke, Aston Business School (g.burke@aston.ac.uk)
Membership Secretary: Katharina Dittrich, University of Zurich (katharina.dittrich@uzh.ch)
Treasurer: Claus Jacobs, Berne School of Management (claus.jacobs@bfh.ch)
IT Officer: Leonhard Dobusch, Freie Universität Berlin (Leonhard.Dobusch@fu-berlin.de)

PLEASE GET IN TOUCH & VISIT US @
sap.aomanline.org
http://strategizingblog.com/