Dear SAP Members

Welcome to the Fall Edition of the SAP newsletter!

Looking ahead, we focus our attention on a key turning point in the SAP history at the Academy: moving from the status of an Interest Group to a Division. We hope you support us in applying for Division status by staying an active member of our IG, submitting your paper & symposium proposals for the Atlanta meeting and by completing the membership survey. You can find more details on the road ahead from p.2 on.

Looking back, it feels as if the AoM meeting in Atlanta was just a moment ago. In this newsletter, you will find many traces of this conference, including reflections on our second successful SAP Doctoral & Early Career Program, on Denny Gioia’s keynote and many pictures from our scholarly and social activities (from p. 12 on)

Preparing for the future, this newsletter also provides you with a collection of announcements relevant for our SAP community: we hope to encourage and energize you to respond to Calls for Papers, PDWs at the AoM meeting in Chicago as well as two SAP related tracks at EGOS. You might also be interested in the upcoming special issue in the Strategic Management Journal on strategy processes and strategy practices. Lastly, the newsletter also features emerging scholars in the SAP community.

At this point, we would like to thank the ground-breaking work of the previous newsletter team of Katharina Dittrich and Cyrus Parks!

As the new publishing team we are open to your perspectives, suggestions, contributions and critiques, so we would like to invite you all to email us your feedback.

We hope you enjoy catching up on the Strategizing Activities and Practices Interest Group!

Your (new) Publishing Team:

Violetta Splitter (violetta.splitter@business.uzh.ch

Charmaine Williamson (chammie@vodamail.co.za)

---

<table>
<thead>
<tr>
<th>Inside this Issue</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moving from Interest Group to Division</td>
<td>2</td>
</tr>
<tr>
<td>SAP Development: Statements from the Advisory Committee and founding members</td>
<td>3</td>
</tr>
<tr>
<td>Introducing your program team 2018 and new members of Interest Group leadership team</td>
<td>6</td>
</tr>
<tr>
<td>AOM 2018: Call for paper submissions and PDW proposals</td>
<td>8</td>
</tr>
<tr>
<td>Call to join our Sponsorship Community</td>
<td>11</td>
</tr>
<tr>
<td>Best Practice Award for SAP IG Membership Activities</td>
<td>12</td>
</tr>
<tr>
<td>AOM 2017: Reflections on Doctoral &amp; Early Career Program</td>
<td>13</td>
</tr>
<tr>
<td>Reflections on Distinguished Keynote @AOM: Dennis Gioia</td>
<td>17</td>
</tr>
<tr>
<td>Thank you to the contributors of the Meet &amp; Greet @ AOM</td>
<td>18</td>
</tr>
<tr>
<td>Thank you to the outgoing chair, Anne Smith</td>
<td>19</td>
</tr>
<tr>
<td>SAP IG’s Social Media: Call for contributions</td>
<td>20</td>
</tr>
<tr>
<td>Forthcoming Strategic Management Journal Special Issue</td>
<td>21</td>
</tr>
<tr>
<td>EGOS 2018: Call for Papers</td>
<td>22</td>
</tr>
<tr>
<td>Emerging scholars</td>
<td>24</td>
</tr>
</tbody>
</table>
I would like to invite all active member to participate in the membership survey which opened on 16 October, 2017. The survey is a key feedback mechanism on which we shall base adapting and developing responses to our member services as well as positioning our location within a broader scholarly community.

**This year’s membership survey is of particularly importance as it shapes the ability to move Strategizing Activities & Practices from an Interest Group to a Division.** We feel strongly that the scholarly success and the vibrant community of SAP researchers provide a substantive complement to the Academy of Management. This, in turn, offers a strong case to establish SAP as a Division within the Academy of Management.

Gaining Division status is important for three reasons:

- **Stability**: Divisional status will offer us a permanent platform for Strategizing Activities & Practices research, giving our members continuity and connection.

- **Legitimacy**: Divisional status puts us, the community of Strategizing Activities & Practices scholars, on par with other sections of the Academy of Management, which offers an important signal that such research is valued equally within our profession. This can be an important consideration for early career scholars and those seeking tenure.

- **Support**: Divisional status is associated with additional financial resources. It would provide the means to offer a broader and improved portfolio of services to our members.

*The link to the survey was emailed to you directly by the AoM: Please respond promptly*

(Check your inbox or even your “junk” mail).

If you have any questions about the survey or any other SAP issues, please do not hesitate to get in touch. We’re always available to our members.

Thank you for your continued support.

Paul Spee
Chair, Strategizing, Activities & Practices interest group: On behalf of the SAP executive team
THE SAP JOURNEY: APPLYING FOR DIVISION STATUS-
STATEMENTS FROM THE ADVISORY COMMITTEE

We asked members of the Advisory Committee and founding members of the SAP Interest Group why Strategizing, Activities and Practices matter and why the SAP IG needs a permanent home at the AOM.

SAP provides a genuinely innovative way of understanding how those things we label, academically, as strategy, competition and markets are constructed within social interactions between people and their practices. There is no other division devoted to scholarship in this topic area where people who want to advance this important agenda can meet and have their work challenged and developed. I believe strongly that we need a space to advance this scholarship, rather than see it be subsumed within other divisions where it will at best be a single line in their multiple theoretical interests, some of which may even be counter to the SAP approach. SAP as a branch of scholarship has grown through its fostering in various academic fora. AOM is the leading management conference and therefore critical to the ongoing development and credibility of this vein of research. We now have special issues in key journals, a handbook, numerous key publications. This means we need a space to build from these achievements not only for the pioneering scholars who now lead the field, but for the brilliant youngsters coming up who will take us to new discoveries and further our research agenda in critical ways. Paula Jarzabkowski

More than ever SAP matters as it provides a renewed and more relevant organizational view of how strategy emerges, develops and unfolds in the nexus of multiple and complex opportunities. By supporting the SAP entrance in a promising phase of consolidation, the Academy of Management will certainly contribute to support a community of scholars who are exploring new ideas about how strategy is enacted into the daily life of managers and organisational members. I had the extraordinary opportunity to be the first chair program of the SAP interest group launched at the 2010 AoM in Montreal! The event was stimulating and festive as it was the consecration of the efforts of the first SAP researchers’ generation. Since then, the SAP group has developed not only as an interest group but also as a dynamic international community of junior and senior researchers who share similar visions and desires to put the strategy alive and develop an innovative and inclusive research programme. Linda Rouleau

I believe that this international community of scholars deserves a place to develop and grow at the Academy of Management. The distinctiveness of their work lies in the adoption of a practice theoretical perspective to strategizing and organizing, often drawing on constructivist epistemologies and qualitative methods. The community is injecting a new and vibrant strand of thinking into the field of management by bringing in forms of data and foci for analysis that have often been neglected in mainstream scholarship. The presence of a SAP Division at the Academy would signal openness to scholarly communities and perspectives beyond the North American mainstream, something that fits well with the Academy’s interest in diversity and internationalization Ann Langley

Founding member
Paula Jarzabkowski
Professor of Strategic Management, City University of London

SAP Chair, 2011
Linda Rouleau
Professor of Management at HEC Montréal

Founding member
Ann Langley
Professor of Strategic Management at HEC Montréal, Montréal

SAP is a vibrant community
The SAP area of research is distinctive from the BPS and OMT groups in terms of research topics, primary methodologies selected, and composition of membership. The SAP group offers a community of likeminded scholars who have created an inviting interest group where new members – doctoral students, new international members – can find a home and become involved to make an impact. Given its distinct boundaries, strong research community, and tremendous growth since founding, the SAP group is ready to have a formal “seat at the [AOM] table” and legitimate voice in AOM matters. Anne Smith

The Strategizing Activities and Practices Interest Group has been - and continues to be - an important space for cultivating innovative approaches to strategy research. The unconventional units of analysis and the distinctive methodologies of the Interest Group fall outside the experience of many scholars in the strategy discipline, and are not always immediately understood by them. Nevertheless, articles from this community are now increasingly being published in the discipline’s leading journals, including the Academy of Management Journal, Organization Science and the Strategic Management Journal. A mark of the vibrancy of the community’s research is the forthcoming special issue of the Strategic Management Journal on Strategy Processes and Practices (see page 21 in this issue). A simple measure of the impact of SAP work is a Google Scholar count of publications using the term “Strategy as Practice”: in 2016, this numbered 791. The Strategizing Activities and Practices Interest Group has been highly instrumental in developing the work of this community, and I very much hope that it will be able to provide more support by graduating to full divisional status. Richard Whittington

I strongly support the ongoing growth and evolution of “Strategizing, Activities and Practices” (SAP). I am familiar with the origins of this interest group because I was one of the first members when it was organized approximately one decade ago. I am pleased that the IG has expanded to include a diversity of theoretical perspectives and methodological approaches. While some divisions within the Academy of Management may include organizational strategies, activities and practices as a focus of topical attention, SAP is unique and rich in its theoretical perspectives and methodological approaches to these topics. SAP attracts hundreds of scholars from a variety of countries outside of North America. Some of these scholars attend the Academy of Management’s annual convention only because SAP gives them a home and a voice for their professional work. When SAP scholars meet, they bring theories and methods that are not represented by other divisions of North American origin. If SAP is advanced to division status, then it will attract more international scholars who will bring a diversity of scholarship. Curtis LeBaron
THE SAP JOURNEY—CONTINUED

The SAP Interest Group is a great example of how a research stream can grow and prosper when it is built around a community of active scholars that work for continuously advancing it and for enhancing its distinctiveness in the field. While the research foci of the SAP interest group could, in principle, be considered to be in the domain of the strategic management research, the research area would have never received the traction that it got by being part of the Strategy Division (former BPS). Doing the spin-off enabled SAP to establish its own identity and grow. Formalizing as the next step the status of the SAP IG as a division - which it in fact could already be considered to be due its large membership and the amount of activities that it organizes - will enable it to further enhance its activities and to grow to the next level. **Tomi Laamanen**

We are a serious field of research with an international community of high calibre (evidenced by publications) group of scholars and a strong group of ECRs, making an international management forum a natural home for us, from which to meet and develop our thinking, and to contribute to its thinking and development. We also need a permanent home at the Academy for our community as none of the existing divisions provide a home for us. **Julia Balogun**

SAP has proved to be an important part of the Academy of Management, which is shown in the impressive development of the membership figures. SAP has found its place in terms of an intellectual space and it has offered one of the most innovative, exciting and popular programs in the annual conference in the past few years. Also note that ever since the formation of the interest group, SAP has been very international and thus helped the Academy in its internationalization efforts. Moving on to a division status is the logical step for SAP, and it also helps to offer even more to the members of SAP as well as to others who are interested in SAP and attend its program. **Eero Vaara**

The SAP Interest Group was set up several years ago in order to ensure that SAP work, which was very novel at that time, gets its due recognition in the program of the annual Academy Meeting. In the meantime SAP is widely recognized as an important and vibrant stream of strategy research and it is time to take the next step, which is applying for Division status. Being granted Division status will ensure that SAP research will remain an important part of the Academy program in the long run. **David Seidl**

SAP has been successful in strengthening diversity and internationalization of the Academy, as well as enriched strategy scholarship methodologically and theoretically. The community that submits to SAP did not migrate from BPS but SAP attracted a community of international scholars that did not previously join the AOM. **Saku Mantere**
INTRODUCING YOUR PROGRAM TEAM: 2018

Interest Group Chair: Paul Spee

Chair-Elect: Sotirios Paroutis

Program Chair: Rajiv Nag

PDW Chair: Virpi Sorsa
MEET FOUR NEW MEMBERS OF THE SAP INTEREST GROUP
LEADERSHIP TEAM...

Service to members, Interest Group and the Academy of Management

This August, these four new members of the SAP IG leadership team begun their service to you, the IG, and the Academy:

**Virpi Sorsa** of the Hanken School of Economics in Helsinki, Finland, is the incoming PDW Chair. Virpi is mainly responsible for the program activities that involve development of SAP Interest Group members and collaboration with other Divisions, international scholars, and practitioners.

**David Oliver** of the University of Sydney Business School in Sydney, Australia, holds the new Secretary position. David will make sure that our interest group keeps organized.

**Violetta Splitter** of the University of Zurich in Zurich, Switzerland, holds the new Membership Chair position. Besides creating and distributing our tri-annual newsletter, she is responsible for building membership, and communicating with members.

**Vern Glaser** of the University of Alberta USA, is the new Representative-at-Large who will represent members and support the Executive Officers.
SAP IG SCHOLARLY PROGRAM 2018
CALL FOR SUBMISSIONS

Rajiv Nag, Program Chair

The Strategizing Activities and Practices Interest Group is a broad and diverse community of scholars that strives to expand and enrich the understanding of strategy from the perspective of organizational strategists: i.e. how strategy work inheres in the meaningful social and material practices of persons who are engaged in conceiving, formulating and implementing strategies. The implications of such strategy work on various organizational phenomena such as strategic change, organizational learning, competitive advantage, innovation, environmental adaptation, etc. are also integrally part of this conception.

For AOM 2018 (Chicago, USA) the SAP interest group invites intellectually bold and stimulating research that advances the core agenda of the community. Building upon the central theme of AOM 2018 as “Improving Lives”, contributors are encouraged to submit works that ask questions beyond the narrow constraints of traditional organizational scholarship and address the central challenges that people around the world are facing today. Organizations and firms are the preeminent collective mechanisms that influence peoples’ lives all around the world. Therefore, it is all the more germane to ask questions about the nature of strategy work required in present-day organizations to address the steep challenges confronting humankind. Issues such as increasing income disparity, climate change, economic instability, refugee crises, protracted tensions and violence among communities and countries, to name a few, might look as political challenges at the macro level but at their core, reflect failures (and thereby opportunities) in strategizing and organizing. AOM 2018’s core theme of “Improving Lives” therefore, offers the SAP community a great opportunity to lead the academy with its pluralistic and path-breaking approach to scholarship.

IMPROVING LIVES
CHICAGO ILLINOIS 2018

We encourage the submission of conceptual and empirical papers that focus on the specific conference theme, works that address other issues within the general domain of the SAP Interest Group and those that explore the intersections of SAP with fellow divisions such as STR, OMT, ODC, RM, TIM and MOC. We also warmly invite symposia that seek to change the conversation on existing scholarly approaches and develop new questions and ways of looking at phenomena. The submission deadline for the 78th AOM Meetings is January 9th, 2018 at 5:00 pm ET (NY Time). All submissions must be made through the AOM submission website at http://aom.org/annualmeeting/submission/ (submission system opens on November 28th, 2017). Please carefully review all the submission guidelines and formatting instructions before submitting and indicate potential co-sponsors (e.g., STR, OMT, ODC, RM, MOC, TIM etc.) in the submission document.

Rajiv Nag (sapprogchair2018@gmail.com)
The Strategizing Activities and Practices (SAP) interest group invites creative and forward looking proposals for the professional development workshops (PDWs) to be held during the 2018 AOM conference at Chicago, USA.

The key questions for the SAP interest group are what, when, why, and how organizational leaders carry out strategic work—and how this work matters. “Improving lives,” the organizing theme of the AOM 2018 is particularly relevant for SAP research. Our world today is witnessing increasing challenges for people in organizations particularly in the form of automatization, aging, and unequal distribution of resources that pose, for some, a threat and, for some, an opportunity. For example, new technologies offer us an aid in manual labor and release those that were suffering from dehumanization of scientific management—and also create space in markets for new ventures and entrepreneurship. At the same time, jobs are lost and people suffer from diminishing purpose that was invested in their roles within employment. These changes are problematizing existing conceptions of strategy work and they call for a new wave of scholarship that not only enriches extant theories, but also develops new concepts and frameworks. The thematic stance of AOM 2018 therefore, offers a particularly exciting opportunity to develop and design PDWs that help in exploring and shaping this necessary novelty.

Consider some possible themes:

- Providing doctoral students and early career scholars with tools to reflect significant interfaces and transition points in their careers.
- Exploring ways for authors successfully to navigate between their data, theoretical lenses, and the constraints and opportunities posed in the journal review process.
- Building new links between hitherto unconnected ideas, schools of thoughts, disciplines, and scholars.

PDWs at AOM conferences offer a fertile platform for explorations outside the traditional presentation formats in the main conference. These workshops can take on various forms such as paper development sessions, career networking and development meeting, methodological bootcamps, group discussion sessions. As such ground for generative dialogues and collective knowledge creation and sharing, among the participants, is offered.

The PDW sessions will be held between 8:00am Friday, August 10th, and 8:00pm Saturday, August 11th. Keeping the importance of “improving lives” in mind, we strongly encourage PDWs that appeal to wider audience beyond the SAP community by building linkages with other divisions and interest groups. Please indicate potential co-sponsors in the submission document (e.g., OMT, BPS, ODC, MC, RM, TIM). Submitters can request a minimum duration of 1.5 hours if they feel it would better serve the workshop, session flow, and attendee engagement. The 1.5 hour duration request must be documented in the uploaded proposal document itself at the time of submission.

NOTE: When submitting the PDW in the online submission system, it will still need to be submitted with a minimum duration of 2 hours. If the proposal is accepted, the PDW Chair will reduce the duration to 1.5 hours on the submitter’s behalf. The deadlines for submission is January 9, 2018 at 5:00 PM ET (NY Time). All submissions must be made through the AOM submission website at [http://aom.org/annualmeeting/submission/](http://aom.org/annualmeeting/submission/) (submission system opens on November 28). Please carefully review all the submission guidelines and formatting instructions before submitting and indicate potential co-sponsors (e.g., STR, OMT, ODC, RM, MOC, TIM etc.) in the submission document. Please feel free to discuss potential PDWs with SAP PDW chair, Virpi Sorsa (virpi.sorsa@hanken.fi).

PLEASE REVIEW FOR SAP (AGAIN)!

Strong scholarship requires good reviews. Reviewing peers’ works is a fundamental process through which knowledge advances in a community. If you are submitting to the SAP Interest Group this year, please also consider reviewing for us to establish the best possible program!
WE WOULD LIKE TO THANK OUR SPONSORS FOR ENABLING
A GREAT ANNUAL MEETING IN ATLANTA!
Want to see your logo among our sponsors?

Why do we need sponsors?

As one of the fastest growing communities within AOM the Strategizing Activities and Practices (SAP) Interest Group with its over 700 members takes great pride in being an inclusive community of mid- and early-career scholars, PhD students and practitioners. We understand that community building is best served by providing a number of formal and informal opportunities to renew existing and foster new collaborations, to exchange ideas and nurture relationships. Your sponsor contributions allow us to financially support very popular and effective networking opportunities such as themed Breakfast Meetings, the Doctoral and Early Career Program, Social Receptions, and other catering during the Annual Meeting. Your sponsorship also supports our ability to organize stimulating exchange of academic ideas and recognizing great scholarly contributions to the community. Finally, with your support we can dream big and develop further growth initiatives for the future, offering even more community building opportunities. Our annual membership allocation fund typically only covers about 1/3 of the above expenses. It is, therefore, only due to our generous sponsors that we are able to offer such a great range of services.

What sponsorships are available?

We understand that the rules and regulations to engage in sponsorships vary largely across institutions. Rather than offering fixed sponsoring packages, we therefore discuss tailor-made options with each of our sponsors.

Sponsoring contributions typically range from a few hundred to several thousand Dollars. We offer a General Sponsorship agreement that provides the sponsor with visibility across all our communication channels including:

- ...your logo on our AOM website,
- ... inclusion in all our newsletters,
- ... as well as mentioning in selected other print materials and during social events at the Annual Meeting.

For larger contributions we are able to offer exclusive Event Sponsorship which provides higher visibility in addition to the benefits listed above, and allows you to reach out to particular parts of our community, for example, being affiliated with

- ... our hugely successful Doctoral and Early Career Program,
- ... Annual Distinguished Keynote speaker,
- ... the SAP Business Meeting and Social Reception,
- ... a particular Professional Development Workshop,
- ... prizes, e.g., Best Doctoral Paper Award.

How to get in touch?

If you are interested in learning more and discussing potential sponsorship arrangements for your institution, please contact Carola Wolf (c.wolf@aston.ac.uk).
SAP RECEIVES THE BEST PRACTICE AWARD FOR ITS MEMBERSHIP ACTIVITIES

Best Practice in Diversity and Inclusion Award

Since its inception, our Interest Group has worked hard to make the Academy a welcoming and inclusive environment for all its members. Over the years, we have built the activities for our members, increasingly tailoring them to the needs and interests of our members. Even though we only have limited resources, both in terms of personnel and budget, we have found creative and innovative ways to create the best experience for our members. This year the Diversity and Inclusion and Practice Theme Committee of the Academy has recognized the outstanding efforts of our community by awarding us the Best Practice in Diversity and Inclusion Award.

Here is a snapshot of our activities. In line with SAP’s practice theme, we want to emphasize that it is about HOW we engage in these initiatives to ensure the best possible outcomes for our members.

- SAP Friday Dinner
- SAP Business & Social Meeting
- SAP Newsletter
- Meet & Greet
- Specialized, annual PDWs targeted at members’ needs
- Interactive paper sessions
- Early Career Program
- Targeted sponsorship for early-career scholars
- Welcoming new members
- Outreach to potential new members
- Virtual channels: SAP Youtube Channel; SAP Facebook Group; Twitter; Blog
- Connecting with and supporting localized communities

Katharina Dittrich

If you have any ideas for new activities or for how to improve existing activities, please get in touch with our new Membership Secretary Violetta Splitter (violetta.splitter@uzh.ch).
ANOTHER SUCCESSFUL EVENT—HIGHLIGHTS FROM OUR 2ND DOCTORAL & EARLY CAREER PROGRAM

Krista Pettit and Christina Wawarta

Following the positive feedback from last year’s event, we hosted our 2nd intensive one-day Doctoral & Early Career Program at AoM in Atlanta this year.

Our program included 3 hand selected PDWs covering research methods, SAP focused thematic content and career management. We also provided individual mentoring sessions and opportunities to network with other SAP scholars and peers.

Thank you to all participants, PDW organizers, facilitators, mentors, our patron Julia Balogun, and our sponsors below!

The feedback on this years program was extremely positive! Here is a peek.

“For a first timer at AoM, it gave me a "soft landing" on an event which could have been overwhelming”

“I will recommend the program to my peers 5.0 out of 5.0

“The breakfast & SAP dinner were great opportunities to network 5.0 out of 5.0

“The PDWs were useful and interesting. 4.5 out of 5.0

“This program helped me get to know people with very similar interest as me”

“The advice I received during my mentoring session was helpful 4.9 out of 5.0

“Thank you to all participants, PDW organizers, facilitators, mentors, our patron Julia Balogun, and our sponsors below!”
THE 2ND SAP DOCTORAL & EARLY CAREER PROGRAM – PROGRAM HIGHLIGHTS OF THE DAY!

Integration into the SAP Interest Group: A warm welcome from Jane Lê and Julia Balogun

Knowledge & Learning in 3 PDWs: From content nuggets to career advice

SAP 101 & individual mentoring: Information from Julia Balogun, a founding member of the SAP IG, and individual mentors

Community building & fun: Networking with established scholars and peers

“From the initial call for participation to the concluding sessions, the program never missed a beat and ensured a constancy of academic development, collegiality and a real sense that indeed, ‘people do count’ (with reference to Whittington, 2006).”

Excerpt from a thank you letter to the program’s sponsors and organizers.
Charmaine Williamson, Program Participant 2017
THE 2ND SAP DOCTORAL & EARLY CAREER PROGRAM – MADELEINE RAUCH’S 3 KEY TAKE-AWAYS (1/2)

Reflections from a new member on the Doctoral and Early Career Program

The AOM in Atlanta remains in the minds and memories of many scholars. The conference was packed with numerous inspirational sessions, workshops, and discussions. Madeleine Rauch shares her three key take-away’s as a participant of the SAP Doctoral & Early Career Program

With much anticipation, I looked forward to the SAP Doctoral & Early Career Program, even more so after “dissecting” on the plane to Atlanta Scudders, 1997: “Science and its ways of knowing” by J. Hatton – our assigned reading for the 1st PDW on Coding in the Trenches with Karen Golden-Biddle.

Overall, the SAP Doctoral & Early Career Program consisted of various activities, which balanced SAP content sessions with career advice, lively discussions and informal conversations. A very early start at 7.30am with the kickoff breakfast, three different PDWs, some with ‘electives’, informal mentoring session, Q&A with the program patron, Julia Balogun, followed by the now ‘famous’, Friday night dinner...

The first PDW on Coding in the trenches: Qualitative Analysis Boot Camp with Karen Golden-Biddle was a great start of the SAP Doctoral & Early Career Program focusing on how to code for discovery. Through various activities, we practiced “live coding”. As a key take-away: Using provisional fixity to provoke “unfixity”. Provisional fixity refers to making a link expressing a relation between an idea and data, with the understanding that it is firm “for now”, but with this fixity opening up possibilities for unfixity.

Time just flew by and I would have wished to continue to “dissect” coding for the rest of the day!

The second PDW on Visualizing Strategy: How Seeing Influences Saying & Doing (with presentations by Eric Knight, Sotirios Paroutis, Curtis Lebaron and Loizos Heracleous) focused on the growing interest in topics such as material artefacts & tools; semiotics & discourse; body language & emotions. One key take-away from this PDW is based on the three Assertions inspired by the age of enlightenment presented by Curtis LeBaron. My key take-away from this PDW as Curtis LeBaron puts it: “Ideas do not exist until we represent them”.

Karen Golden-Biddle: Coding in the trenches...

PDW Participants: Doctoral and Early Career Scholars
MADELEINE RAUCH’S 3 KEY TAKE-AWAYS (2/2)

The last PDW of the day focused on Advice for Managing International Academic Careers with Laure Cabantous, Carola Wolf, Saku Mantere, David Oliver, Katharina Dittrich, Kathrin Sele, Rebecca Bednarek, Virpi Sorsa, and Sotirios Paroutis with very hands-on discussions and advice for navigating the waters of global academia.

I would like to focus on two points from the tables of “Manage global careers without relocation” and “Working in a Second Language”:

- Manage global careers without relocation: Bring the international career to you! For example: Invite international scholars to your home institutions; Organize small workshops and conferences at your home institutions; and be active in the international community!

- Working in a Second Language: Embrace the chances you have (and not the downsides!) of knowing more than “just” English!

My personal highlight of the SAP Doctoral & Early Scholars Program was the mentoring meeting. Having exchanged several emails with my mentor before the Academy asking me for my expectations, my mentor provided very in-depth feedback on a working paper I have sent him. A very special thanks to Gary Burke!
Denny Gioia provided an insightful and story-rich SAP Distinguished Keynote at the Atlanta AOM. He described his personal journey from Boeing engineer to leading scholar, emphasizing how his background informs his constant focus on understanding how managers decide and act in organizations: “I pick people’s brains for a living, try to figure out how they make sense of their experiences, then write analytical narratives capturing what I think they know”. A self-described “pragmatic idealist”, Denny has always sought both conceptual and practical relevance for the “knowledgeable agents” he studies. 

He traced the origins of the “Gioia Method”, a systematic qualitative methodology to make grounded theory more explicit and thus combine revelatory potential with rigour. The method builds credibility for both informants and academics by making data-to-theory connections crystal clear through a data structure (the “picture”) and a grounded model (the “movie”). He also had some useful advice on positioning a literature review in qualitative papers. While “purist” grounded theory would involve putting the theory at the end, he noted that building to the big moment is more effective in telling regular stories than academic stories. Ultimately, readers need to see the elements of the grounded theoretical framework up front to know where the paper is going, so he now places it there (while acknowledging its origins in the field).

Denny appreciates SAP’s emphasis on qualitative research, and while acknowledging the difficulties in getting qualitative studies published, he described them as “low incidence/high impact”. He notes that while less than 15% of papers in AMJ & ASQ over the past 25 years were qualitative, they won 48% of the best paper awards. He further encourages us to avoid using physical science terminology such as “results” or “mechanisms”, and opt instead for “findings”, “processes” and “factors”. Applauding efforts in the SAP community to focus on what managers actually do, he encourages us to continue moving beyond descriptive to prescriptive work. Do certain managerial practices or organizational processes appear more or less successful? Due to our close contact with managers, can we be more prescient and develop innovative research questions based on what they are dealing with today?

In her insightful discussant comments, Ann Langley noted that Denny was doing SAP-style work long before the field existed, starting with his ground-breaking 1991 SMJ article on Sensemaking and Sensegiving. She described how his efforts to systematically demonstrate grounded theory have helped her teach the method to her PhD students. She also expressed admiration for the way he weaves the voice of his informants into his well-written findings sections, and collaborates with “insiders” to provide their perspective on the processes he describes. All in all, a session well worth watching again for its multiple useful insights!

To (re-)view the keynote, please visit https://youtu.be/ed-xBstJAD8 for Denny’s talk and https://youtu.be/UE6R1JQC-GI for Ann’s comments.

David Oliver
The Interest Group again held successful “Meet and Greet” Events across three mornings during the Academy of Management Conference.

On Saturday morning, we held a discussion centred on “The Review Process.” This was an opportunity to get advice from Academy of Management Journal Associate Editor, Eero Vaara, who offered an editor’s perspective, as well as Katharina Dittrich and Gary Burke, who offered authors’ perspectives.

On Sunday, the SAP IG held a joint event with the Entrepreneurship-as-Practice community: “Strategy as Practice Meets Entrepreneurship as Practice”. This was hosted by Richard Whittington & Paul Spee (SAP) and Bill Gartner & Bruce Teague (EAP). The café opened especially for us and about 30 people attended - some staying for 3 hours! Thanks to Neil Thompson for helping organize this event.

On the final morning, colleagues braved a heavy downpour of rain to join Rebecca Bednarek, Curtis LeBaron, and Michael Smets for a discussion about “Innovative Methods”. We shared experiences regarding a number of research projects and insights into topics such as video ethnography.

All in all the Meet and Greets remain a wonderful way for scholars to engage informally, get advice, share stories, and make contacts. Coffee @ 200 Peachtree was the best place for coffee and these discussions, with the benefit of being close to the conference venue!

Thank you to all those who attended and to all those colleagues who hosted these discussions and shared their insights in this informal breakfast setting.

Rebecca Bednarek
I precisely remember the moment I met Anne. Obviously in a research methods session! Totally unassuming, down to earth, authentic, wearing a beautiful silk scarf and exuding a lot of Southern charm... She radiated competence and kindness, and I immediately liked her. That’s the thing about Anne. She’s quiet and unassuming, but she is incredibly competent and a devotee to hard work. When things need to get done, she will do them and with great competence. This is how we all have come to know her in her role within the SAP leadership track.

As most of you will know, Anne has a long history of working with the Academy, starting out in the Research Methods Division, and working as Assistant Editor on Organizational Research Methods. We are so very lucky to benefit from her skillset and networks. She has gently guided us where we need to go. She has brought the calm and maturity to the transitions, taking us from strength and strength. Simultaneously, she inspired me, as the Chair, during my term, with the enthusiasm and energy that only Anne is able to bring. There are few people that I respect as much as Anne.

I am so pleased that I was allowed to walk in her footsteps and learn from her. She’s inspirational and I aspire to be more like her.

Anne has done SO MUCH behind the scenes: working with leading scholars and the Academy Executive to put SAP into the best possible position. Under her leadership, we have: introduced an exciting program for PhD and Early-Career Scholars; almost doubled our membership numbers and generated excellent relationships with other divisions and interest groups, leading scholars, and the AoM team. I always wonder how she finds the time. But she just does. Because that’s what Anne is like. If it matters and deserves to be done, Anne will do it. She may be a woman of few words and little stage time, but she does not shy away from putting ideas into action. As a community, we have benefitted tremendously from her quiet work ethic and kind consideration and will continue to benefit from her legacy work for many years to come.

Anne – being Anne – will be embarrassed to read what I have written. That’s just how Anne is. She doesn’t want others to make a big deal out of her, although she probably deserves a prize for her contributions to the Academy. I’m (not) sorry, Anne. Someone had to say it. You’re amazing and deserve to be celebrated!

Thank you for your hard work over these past five years. We are going to miss you. Big shoes...

Jane Lê

P.S. Please don’t go too far!!
SOCIAL MEDIA CONTRIBUTORS WANTED

SAP Scholars, we want you...

... to like our SAP Facebook page: https://www.facebook.com/sapataom/.
... to invite your “research friends” on Facebook to like the page, as well.
This is the best way to expand our reach.

In case you are on Twitter, tweet and follow us at @strategizers.

In case you want your content to be published on the Facebook page or on the SAP Strategizingblog, just send it to Leonhard.Dobusch@uibk.ac.at.

We invite you to send us your SAP calls, conferences and papers. Don’t be afraid to “self-promote” – sending us your SAP related work is a service to the community.

Leonhard Dobusch—SAP IG IT-Officer

Connecting at the AOM social

The SAP Interest Group invites you to continue the connections using social media
This is to announce the forthcoming Strategic Management Journal special issue on Strategy Processes and Strategy Practices: Dialogues and Intersections, edited by Robert Burgelman, Steve Floyd, Tomi Laamanen, Saku Mantere, Eero Vaara and Richard Whittington.

This will be the first special issue on strategy processes in the Strategic Management Journal for 25 years – and the first ever in the journal on strategy practices! The editors’ introductory editorial essay makes the case for a ‘combinatory’ approach to process and practice perspectives in strategy research, proposing a framework that combines classic process concepts such as strategic issues with the SAP concern for strategy practices. The introduction suggest several important themes for future research, including: temporality, actors and agency, cognition and emotionality, materiality and tools, structures and systems, and language and meaning. The issue has 13 further articles in all, so it’s a real treasury of the latest thinking on strategy processes and practices. The articles cover a wide range - from Apple’ strategy presentations to the Indian steel industry. The editors hope that this will be a landmark special issue, developing both Process and SAP traditions, and especially building the dialogue between the two. The special issue attracted 125 papers in all, a strong signal of the vibrancy of contemporary Process and SAP research. The editors are very grateful to all the reviewers for their constructive and timely work.

Richard Whittington

These are the forthcoming articles of the special issue...

- N. Vuori, T. Vuori and Q. Huy: How do emotion-related factors influence inter-firm collaboration in post-merger integration processes
- R. Kannan-Narasimhan, B. Lawrence: How innovators reframe resources in the strategy-making process to gain innovation adoption
- L. Mirabeau, S. Maguire, C. Hardy: Bridging practice and process research to study transient manifestations of strategy
- A. Langley, S. Kouamé: Relating microprocesses to macro-outcomes in qualitative strategy process and practice research
- P. Jarzabkowski, R. Bednarek: Towards a social-practice theory of relational competitive dynamics
- D. Seidl, S. Ma: New CEOs and their collaborators: divergence and convergence between the strategic leadership constellation and the top management team
- D. Seidl, F. Werle: Inter-organizational sensemaking in the face of strategic meta-problems: requisite variety and dynamics of participation
- E. Knight, S. Paroutis, L. Heracleous: Beyond Power Point: A visual semiotic approach to strategy meaning making
- G. Di Stefano, E. Dalpiaz: Dripping water hollows out stone: Exploring dynamics of meaning reconstruction in narratives of transformative change
- M. Wenzel, J. Koch: Strategy as staged performance: A critical discursive perspective on keynote speeches as a genre of strategic communication
- T. Neeley, P. Leonardi: Enacting knowledge strategy through social media: Passable trust and the paradox of non-work interactions
- S. Pratap, B. Saha: Evolving efficacy of managerial capital, contesting managerial practices and the process of strategic renewal
EGOS 2018 SUB-THEME: ROUTINES, STABILITY AND CHANGE IN ORGANIZATIONS AND BEYOND

EGOS 34th colloquium, 2018, Estonia; Deadline: January 8, 2018

EGOS 2018 SUBTHEME – Routines, Stability and Change in Organizations and Beyond

Convenors:
Katharina Dittrich — University of Zurich, Switzerland
Martha S. Feldman — University of California at Irvine, USA
Brian T. Pentland — Michigan State University, USA

For further information please visit: https://www.egosnet.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-

In this sub-theme, we invite scholars to consider the implications of routine dynamics for stability and change in institutions, culture, networks, organizational fields and other large scale assemblages. A focus on routines has allowed us to follow other practice-oriented scholars in re-examining the micro-macro connection in two ways. One way is to move the focus to routines (or practices) as the unit of analysis rather than framing questions in terms of the relationship between individuals and society. The other way is to focus simply on the multiplicity of connections among heterogeneous actors and envision a flat ontology in which there is no foundational unit. From both of these perspectives, individual level phenomena such as agency, motivation and habits as well as societal phenomena, such as inequality and longevity need to be explained by organizational scholars, rather than being used as an explanation.

For this sub-theme, we are open to these ways of re-framing the micro-macro issue and we look outward, understanding routines as embedded in large scale assemblages in a variety of different ways. We expect that scholars who participate in this sub-theme will benefit from this diversity. This sub-theme aims to generate a conversation about the relationality of stability and change with routines at the center. Relationality has been an increasingly important perspective in research on routines (Feldman, 2016; Feldman et al, 2016) and routines (and other practices) are central to understanding how stability and change relate to and define one another. As Bourdieu (1990, p. 99) argues, “The simple possibility that things might proceed otherwise ...” changes the whole experience and logic of practice. In the gap between high probability and absolute certainty, we find the possibility for change, and we also find surprises: a key linkage to the EGOS 2018 Colloquium General Theme.

Katharina Dittrich,
Martha Feldman and
Brian Pentland
Advances in mobile computing have democratized the use of digital technology. Thanks to reduced costs and increased ease of use, innovations such as photo and video technology, eye-tracking, wearable sensors, etc., are more accessible to organization scholars than ever and enable scholars to collect and analyze data in new and different ways. Importantly, these technologies deliver “multimodal data”, i.e., data that reflect the simultaneous unfolding of talk, bodily movements, and materiality in time and space.

Multimodal data are interesting and relevant for the empirical examination of organizational phenomena, as they allow researchers to record richer and more detailed data compared to more traditional methodologies, conduct more fine-grained analyses, and help reviewers and readers “see” and verify the research results. However, digital technology is not just an instrumental tool that researchers can use to display social reality in a more “accurate” way; rather, depending on the choices made, digital technology foregrounds some aspects of social reality while silencing others, thus making it a “tool-in-use” that both enables and constrains organization scholars in the practice of generating empirical research results. This points to the need for a more reflective use of “multimodal methods”—the collection and analysis of multimodal data based on digital technology—that takes the practice of collecting and analyzing multimodal data more seriously.

The aim of this sub-theme is to provide a forum for engaging discussions that continue and advance debates on the use of multimodal methods in organization research. Therefore, we invite papers that present surprising results based on multimodal data and unpack the complex practice of using multimodal methods in organization research. We welcome both conceptual and empirical papers that extend our understanding of the spectrum of possibilities that multimodal methods offer, reflect on the limits of collecting and analyzing multimodal data, and elaborate on ways in which organization scholars can constructively cope with these limits.

Joep Cornelissen
Curtis LeBaron and Matthias Wenzel

For further information, please visit: https://www.egosnet.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1499635422149&subtheme_id=1474852913783

EGOS 2018 SUB-THEME (43): Multimodal methods in organization research

Conveners:
Joep Cornelissen — Rotterdam School of Management
Curtis LeBaron — Brigham Young University
Matthias Wenzel — European University Viadrina

EGOS 34th colloquium, 2018, Estonia; Deadline: January 8, 2018
Collaboration in Innovation and Organization:

Introducing Georg Reischauer

Georg Reischauer is a senior research associate in the Strategy and Innovation department at WU Vienna University of Economics and Business. His research focuses on collaborative innovation and collaborative organization. More specifically, he is interested in how organizations create, participate in, and respond to collaborative structures and practices that enable them to effectively innovate and organize.

Georg studies organizations in digital and interstitial contexts such as digital manufacturing, sharing economy, and the semi-public sector.

He has held positions at the Hertie School of Governance, the Technical University of Vienna, and the Ludwig Maximilian University Munich as well as was a visiting scholar at Harvard University and University of California, Berkeley. Being trained in management studies, sociology, and philosophy, he shares SAP’s dedication to theoretical and methodological pluralism.

Introducing Charmaine Williamson

Charmaine Williamson was awarded a Doctorate based on a thesis that challenges theoretical perspectives on rational strategy claimed and assumed by the programmes of international development partnerships. She argues that, in this context, practices and practitioners are the carriers of incremental sustained politics and action towards a calibration of organisational hypocrisy, equilibrium and strategic survival.

Charmaine has also presented and published on researcher, especially doctoral, development and, methodologically, embraces narrative design, arguing for the use of nano narratives in a time of succinct and instantaneous communication.

Charmaine holds Adjunct Faculty at the University of South Africa within the Strategy as Practice research focus areas. She is an Honorary Research Fellow. Charmaine spends much of her time on developing doctoral researchers working with over 1000 Doctoral Candidates, across the African continent, as an Academic Programme Manager, mentor and facilitator. Charmaine has twice been awarded recognition for being a ‘Best Reviewer’ in the Strategizing Activities and Practices track.
Outgoing IG Chair: Jane Lê – The University of Sydney (jane.le@sydney.edu.au)
IG Chair: Paul Spee – University of Queensland (p.spee@business.uq.edu.au)
IG Chair Elect: Sotirios Paroutis – Warwick Business School (sotirios.paroutis@wbs.ac.uk)
Program Chair: Rajiv Nag – Drexel University (rn362@drexel.edu)
PDW Chair: Virpi Sorsa – Hanken Business School (virpi.sorsa@hanken.fi)
Secretary: David Oliver – University of Sydney (david.oliver@sydney.edu.au)
Membership Chair: Violetta Splitter – University of Zurich (violetta.splitter@uzh.ch)
Treasurer: Carola Wolf – Aston Business School (c.wolf@aston.ac.uk)
IT Officer: Leonhard Dobusch—University of Innsbruck (Leonhard.Dobusch@uibk.ac.at)
Webmaster: Matthias Wenzel, Eurpoa University (mwenzel@europa-uni.de )
Representative-at-Large: Rebecca Bednarek – Birkbeck, University of London (r.bednarek@bbk.ac.uk)
Representative-at-Large: Robert P. Wright – The Hong Kong Polytechnic University

PLEASE GET IN TOUCH & VISIT US @

http://sap.aomonline.org
http://strategizingblog.com