STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

OCTOBER 2018 NEWSLETTER

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Dear SAP Members

Welcome to the fall edition of the SAP newsletter!

Looking ahead, we focus our attention on the planning and coordination of our IG's program at the AOM 2019. We hope you contribute to our program by **submitting your paper & symposium proposals for the next annual meeting**. You will find more details on the road ahead from p.2 on.

To stay connected with our community members and to keep receiving important news, such as the publication of this newsletter, **please have a look at our SAP IG's transition to Connect@AOM**, including a hands-on guide for you (p. 6).

Looking back, it feels as if the AOM meeting in Chicago was just a moment ago. In this newsletter, you will find many traces of this conference, including reflections on our third successful **SAP Doctoral & Early Career Program**, and many **pictures** from our scholarly and social activities (from p. 8 on). As outgoing Chair, we would like to thank Paul for all his work for the community (p. 16)!

In this issue, we also included **recent SAP publications** as well as some other recent publications on topics that might be of interest for you, the SAP community (p. 19)!

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** for the SMS conference, and EURAM, as well as for three SAP related sub-themes at EGOS (p. 20 on). You might also be interested in the **upcoming Entrepreneurship as Practice Conference (p. 25)**.

Lastly, we are proud to announce a **new edition of our section "SAP around the globe"**, this time featuring our colleagues from Colombia (p. 26).

We hope you enjoy this fall edition of our newsletter!

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INTRODUCING YOUR PROGRAM TEAM: 2019

Interest Group Chair: Sotirios Paroutis

Chair-Elect: Rajiv Nag

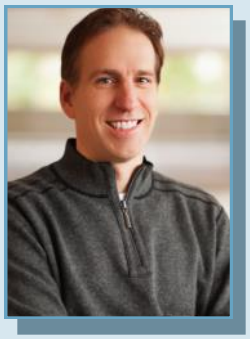
Program Chair: Virpi Sorsa

PDW Chair: Katharina Dittrich

MEET THE NEW MEMBERS OF THE SAP INTEREST GROUP LEADERSHIP AND SUPPORT TEAM

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

Katharina Dittrich from Warwick Business School is the **incoming PDW Chair**. Katharina is mainly responsible for the program activities that involve development of the SAP Interest Group members and collaboration with other Divisions, international scholars, and practitioners.



Vern Glaser from the University of Alberta,

Lisa Day from University of Liverpool Business school, and

Paula Jarzabkowski from Cass Business School

are the new Representatives-at-Large (3 years, 2 years and 1 year) who will represent members and support the Executive Officers in their roles.

Matthias Wenzel from the University Viadrina Frankfurt took over the role as IT coordinator.

Katelynn Sell from Louisiana State University will take over Christina Wawarta's role as Early Career Program (ECP) coordinator. After having attended the ECP in 2017, Katelynn will organize the program for this first time.

2019 SAP INTEREST GROUP PROGRAM: CALL FOR PROPOSALS

Virpi Sorsa, Program Chair

The Strategizing Activities and Practices (SAP) interest group invites intellectually bold and stimulating research for submission to the 79th Academy of Management's annual meeting 2019, held in Boston (United States of America). Over the past few years, the SAP interest group has established an inclusive and diverse community that sheds light on the everyday practices and activities that constitute strategy work in the established and more contemporary organizations. Some of 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.

"Understanding the Inclusive Organization", the theme of the AOM 2019, is particularly relevant for SAP research. Organizations actively engage in consultation and co-strategizing with both internal and external stakeholders. In inclusive organizations strategizing consists of empowering employees and the public, working collaboratively across organizational and sectoral boundaries, and finding ways to work together to solve problems and implement solutions. This may be called as "Open strategizing" in SAP research and such strategizing promotes transparency and inclusion, external and internal visibility of information about an organization's strategy as well as inviting different stakeholders to voice their views and engage in finding meaning in organizational activities. Open strategizing challenges those conceptions of strategic management that emphasize secrecy over transparency, competition over cooperation, and mystification and technologization over concretization and communication. Thus SAP is calling for a new wave of scholarship that not only enriches extant theories but also develops new concepts and frameworks. The thematic stance of AOM 2019 therefore, offers a particularly exciting opportunity to develop SAP research toward understanding the inclusive organization!

We encourage the submission of **conceptual and empirical studies** 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 BPS, 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. Keeping the importance of "Understanding the Inclusive Organization" in mind, we strongly encourage the submission of manuscripts that appeal to wider audience beyond the SAP community by building linkages with other divisions and interest groups.

The submission deadline for the 79th AOM Annual Meeting is **Tuesday, January 15, 2019 at 5:00 PM ET (NY Time)**. Paper and symposia submissions must be made through the AOM Submission System (opens late November 2018). Please carefully review all the submission information and formatting instructions especially before submitting symposia. The scholarly program takes place from Sunday, August 11 through Tuesday, August 13.

Last but certainly not the least, allow us to emphasize that 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 SAP! For more information on *Strategizing Activities and Practices*, kindly please visit the SAP Interest Group website

Virpi Sorsa (SAPprogram.chair@hanken.fi)

CALL FOR PDW SUBMISSIONS 2019

Katharina Dittrich, PDW Chair

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 2019 AOM conference at Boston, USA.

The key questions for the SAP interest group are what, when, why, and how organizational members carry out strategic work –and how this work matters. **SAP research has thus great potential to speak to** the theme of the **AoM 2019: "Understanding the Inclusive Organization."** As the workforce of any organization is becoming more diverse and heterogeneous and employee's sense of belonging to the organization diminishes due to shorter employment and virtual ways of working, the creation of inclusive organizations and practices is on the top of the agenda of many international development organization (e.g., UN, IMF, G20) as well as global companies. In strategy-making, these efforts are reflected in a growing trend towards "open strategy" that encourages participation in strategic work by all organizational members, not just top management. An important enabler of open strategy are new digital technologies that allow employees to contribute their ideas and concerns and strategic leaders to engage with these concerns on a wider scale than in traditional ways of communicating and participating. **These changes are challenging our existing conceptions of strategy work and call for the development of new concepts, frameworks and new methodologies.** At the same time, the theme of the "Inclusive Organization" also **invites us as academics to reflect on our own practices and how they can become more inclusive** by paying greater attention to and engaging with ways of doing research in developing countries and the concerns of minority groups. The thematic stance of AOM 2019 therefore, offers a particularly exciting opportunity to develop and design PDWs that help in exploring both inclusiveness in strategy work and in academic research. Some possible themes include:

- Developing new conceptual and methodological tools to explore and theorize open strategy, participation in strategy making and power relations that marginalize certain voices in strategy making
- Exploring ways for academics to create and foster more inclusive practices
- Providing doctoral students and early career scholars with tools to navigate the changing academic environment

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 or 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 9th, and 8:00pm Saturday, August 10th 2019**.
Keeping the importance of the "Inclusive Organization" in mind, we strongly **encourage PDWs that appeal to a wide range of audiences 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). The minimum duration of a PDW is 2 hours, but submitters are welcome to request a 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 and the PDW Chair will subsequently reduce the duration to 1.5 hours on the submitter's behalf. The **deadlines for submission is Tuesday, January 15, 2019 at 5:00 PM ET (NY Time). Submitters are strongly encouraged to discuss potential PDWs with SAP PDW chair, Katharina Dittrich (Katharina.dittrich@wbs.ac.uk).**

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!

SAP IG's TRANSITION TO CONNECT@AOM

As part of the Academy of Management's digital strategy, the websites and Listservs of the divisions and interest groups are gradually migrated to a new platform called "Connect@AOM". Other divisions such as ENT, MED, OB, and ONE have already made the transition. The SAP IG will have to go through this technological change starting in mid-November 2018. This implies that **the SAP IG's website and Listserv will be discontinued and replaced by communication tools with enhanced functionalities at Connect@AOM by mid-January 2019.** The AOM staff promised to make this technological transition as smooth as possible.

What is connect@AOM?

Connect@AOM is **a communication platform that aims to engage management scholars in ongoing discussions** and build stronger networks among them. The platform includes **social-media technologies** like following others, discussion boards, etc., in order to facilitate communicative interactions even outside of the scope of the annual meetings and special conferences. However, the platform also features **familiar communication technologies** with enhanced functionalities.

The Website

Most notably, just like all other divisions or interest groups, the SAP IG will have a separate online community (called "Community") with an own website. Thus, the content of the current website will be **fully migrated** to the community page on the platform.

From The Listserv to the Discussion Board

The SAP IG's community will also include a so-called "**discussion board**", i.e., **a place for communicative interactions** that is organized around threads. Similar to the Listserv, the discussion board allows users to push out notifications, pose questions, seek for help, etc.; but it also allows others to respond and interact.

The discussion board **will replace the Listserv**. Furthermore, in addition to its interactive features, the discussion board also allows users to receive notifications via email (see more on the next page).

Importantly, **only members of the** SAP IG's online **community** at Connect@AOM **will have access** to the discussion board.

Who Will Have Access to the SAP IG's Online Community at Connect@AOM?

All **members of the SAP IG** will have immediate, full, and **automatic access** to the IG's online community at Connect@AOM and all of its functionalities. Please make sure that your membership details in your AOM account are up-to-date.

All **non-members of the SAP IG** will not automatically be subscribed to the IG's online community at Connect@AOM. Thus, to stay connected with the SAP IG, non-members will have to **manually sign in** (you will find a manual how to do that on the next page).

SAP IG's TRANSITION TO CONNECT@AOM (CONTINUED)

HOW TO...A QUICK OUTLOOK

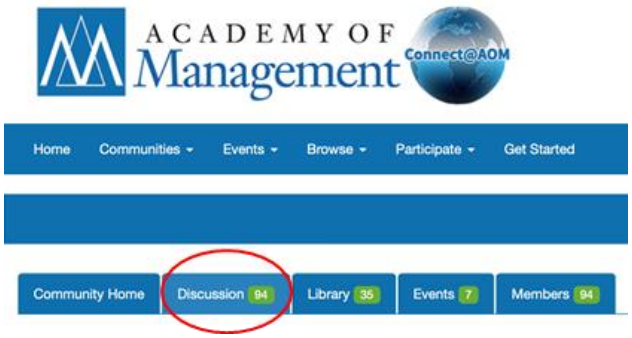
Connect@AOM offers a broad array of functionalities that may or may not be used in future online interactions. This short **overview previews some of the features** that will be relevant for maintaining communicative interactions when the SAP Listserv will be shut down.

Joining the Online Community (Necessary for Non-Members of the SAP IG Only)

If you are not a member of the SAP IG but would like to stay connected with the IG and use features similar to those of the SAP Listserv,

1. Go to https://connect.aom.org/
2. Click on "Communities" (see Figure 1)
3. Search for "Strategizing, Activities & Practices (SAP)"
4. Click on the "Join" button

Posting a Message on the Discussion Board



If you would like to inform the SAP Community about CfPs, conferences, workshops, events, etc. as you did through the Listserv,

1. Enter the "Strategizing, Activities & Practices (SAP)" Community (https://connect.aom.org/ à "Communities"
   à "Strategizing, Activities & Practices (SAP)")
2. Click on "Discussion" (see Figure 2)
3. Click on "Post New Message"

Configuring the Notification Settings

Connect@AOM offers the following notification options:

- Real time (immediate email after each post)
- Daily digest
- Weekly digest
- No email notifications

To configure the notification options,

1. Go to https://connect.aom.org/ and click on your profile picture (see Figure 3)
2. Click on "My Account" and select "Community Notifications"
3. Scroll down and select your notification preferences from the drop-down menu next to the

For further inquiries, please contact our IT coordinator Matthias Wenzel (mwenzel@europa-uni.de)

THANK YOU FOR AN INSPIRING KEYNOTE @AOM 2018

"In the Web of Practice Theory"

Keynote speaker Ted Schatzki with discussant, Paula Jarzabkowski and organizer, Paul Spee

You'll have the opportunity to (re-)view the keynote speech as well as the discussion.
The link to the videos will be shared in the next edition of the newsletter.

ANOTHER SUCCESSFUL EVENT! HIGHLIGHTS FROM THE 3RD DOCTORAL & EARLY CAREER PROGRAM

Christina Wawarta and Katelynn Sell

The Academy of Management's Annual Meeting in Chicago this year marked the third time that the SAP interest group organized a specific program for Doctoral and Early Career Scholars. Since 2016 the SAP interest group has provided an intense, but rewarding, one day program for junior scholars comprising of three handpicked PDWs. This year's program revolved around an interactive workshop aimed at assisting scholars with advancing their research, a qualitative analysis bootcamp, and insights and advice regarding life as an academic.

We were thrilled to hear that the participants thoroughly enjoyed the program with many expressing their thanks and appreciation throughout the day. Participant reviews include some of the following statements:

"It can be very difficult to approach researchers who are influential in your fields of interest but the ECP facilitated a more relaxed and collaborative environment where I felt comfortable approaching and interacting with prominent scholars in the field."

"I appreciated the opportunity to get feedback about my research project from experienced scholars in the field"

"The ECP was a great mix of panels that provided valuable insight and hands on activities that allowed me to engage with leading SAP researchers and learn many new skills that I can use as I progress in my career."

A special thanks to the PDW organizers, this year's patron Paula Jarzabkowski, our sponsors, and the entire interest group for the support and help we received leading up to Academy as well as throughout the program! We couldn't have done it without you and we look forward to creating another stimulating program in 2019!

SAP 'MEET AND GREET' @ AOM CHICAGO

...a wonderful way for scholars to engage informally

On Sunday morning at a Chicago coffee shop, the Goddess and the Baker, SAP hosted an event,

"Strategy as Practice (SAP) meets Organization & Management Theory (OMT)."

During the 2 hour cafe, about 25 junior and senior scholars and practitioners (including Paula Jarzabkowski, Richard Whittington, Sotirious Paroutis, Paul Spee, Violetta Splitter, Renee Rottner, and Marvin Washington) had lively conversations about the intersections between these two divisions.

The organizers Vern Glaser (University of Alberta), Rangapriya (Priya) Kannan-Narasimhan (University of San Diego), Angela Aristidou (Warwick Business School), and Christopher Steele (University of Alberta) would like to thank the participants for make this event successful!

OUR AWARD WINNERS — AOM 2018

SAP Best Paper Award

Shaping Top Managers' Moods: Board Emotion Regulation in the Strategy-Formulation Process

Author: Timo Olavi Vuori; Aalto University

SAP Best Student Paper Award

Corporate Sustainability as Practice: Doing Sustainability by Intervening

Author: Seray Ergene; University of Massachusetts

SAP Best Practice-Oriented Paper Award

Distributed Leadership as a Discursive Practice

Author: Anu Kajamaa; University of Helsinki
Author: Juha Tuunainen; University of Oulu Business

SAP Pushing the Boundary Award

Exposing the Contested Frames in Strategy Work: Using Visuals to Bridge the Contested Frames

Author: Marko Kohtamäki; U. of Vaasa
Author: Suvi Einola; U. of Vaasa
Author: Yassine Talaoui; U. of Vaasa

Best Reviewer Awardees

Kajsa Haag, Jonkoping International Business School; **Violetta Splitter**; University of Zurich; **Michael Smets**, University of Oxford; **Charmaine Williamson**, University of South Africa; **Katharina Dittrich**, University of Zurich; **Paula Jarzabkowski**, City University London; **David Oliver**, University of Sydney; **Konstantinos Chalkias**; Cass Business School; **Christina Wawarta**; Warwick Business School; **Lena Hong**; Singapore Management University

THANK YOU!

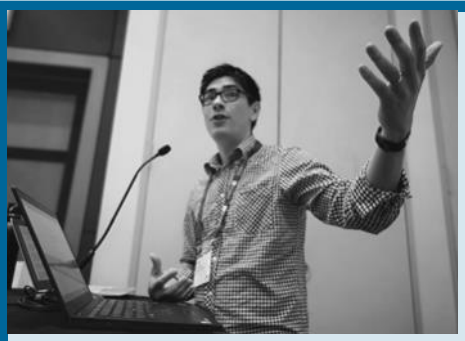
REFLECTIONS ON THE PDW: "REKINDLING" THE RYTHMS OF ACADEMIC LIFE

Charmaine Williamson

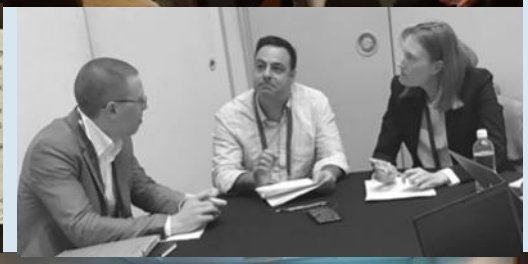
In 1996, Frost and Taylor published "Rhythms of Academic Life": Personal Accounts of Careers in Academia (Frost and Taylor, 1996), which includes over 50 chapters of personal accounts from leading management scholars on the changing world of academia. On the 10 August, 2018, over 100 participants of the Academy of Management Annual Meeting in Chicago reunited around this landmark text. Creatively organised by David Oliver, Robert Philip Wright and Katherina Dittrich, the session included each participant visually signalling, through icons, their disciplinary field of interest, as well as donning multi-coloured sashes to identify where colleagues were in their respective 'rhythms' of their own academic life, and as the authors of respective chapters in this seminal work.

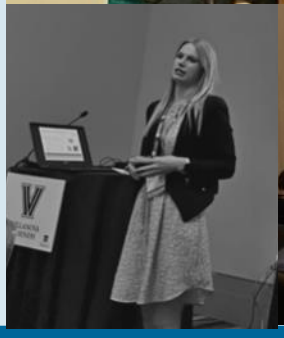
The first panel saw original contributors of the 1996 book lead reflective discussions of what prompted their specific chapters and how much, or perhaps even surprisingly, little, they might change today. The second part allowed for the participants to engage with the contributors and other leading academics in round-table format. Participants shared frank and discerning conversations about current rhythms of life in academia. Thematic areas that emerged from this session included: how to invest work with emotional commitment, empathy and authenticity; how to remain adaptive and keep one's work both deep and current in complex and dynamic work places; how to initiate or re-inspire the different stages of an academic career; how to work best within mobility and the internationalisation of scholarship. There were also probing questions in respect of leadership: how to balance inherited 'respected' values of scholarship, yet carve unique approaches to ever-changing and challenging contexts. There were also concerns of how to manage the transition as academic to leadership positions, including the roles required for the leadership and management work. Work-life balance was yet another theme that drew participants together in a common sense of the processes to achieve this mirage-life equilibrium.

The workshop remained abuzz long after the formal sessions were over as participants lingered to extend the discussions, one-one-one or in small groups. Clearly, the forthcoming 2019 Special Issue in Academy of Management Learning and Education (AMLE) will revisit the issues, from the original volume, for contemporary academics and 're-kindle' such rhythms, as suggested by this vibrant and fruitful session.



Thank you, Sotirios for these impressions from AOM 2018!





WE WOULD LIKE TO THANK OUR SPONSORS FOR ENABLING A GREAT ANNUAL MEETING IN CHICAGO!

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)***.

THANK YOU TO THE OUTGOING CHAIR, PAUL SPEE

It gives me great pleasure to be writing a thank you message for Paul Spee who has been a driving force behind the SAP community at AOM. Putting into words all the actions and hours that Paul has dedicated to the community is impossible.

It is not only the countless Skype calls that he has initiated (many of them too early in the morning due to the Australian time-zone!) that speak of his commitment but also the way he acts as a passionate ambassador for our IG in forums where we need to have a voice. I have learnt a lot from seeing him 'in action' at various venues and hope to carry forward the same level of passion and commitment as we see our IG going forward into the future.

Without Paul's leadership and initiative we wouldn't have been able to implement a number of our initiatives. He is not only passionate about seeing our IG membership grow but has helped our IG become a home for thoughtful and meaningful debates. He has been instrumental in: inviting distinguished speakers from whom the community has benefited from, organizing topics and themes that have taken our sessions and PDWs to new levels, and leading the significant work behind the IG's 5-year review IG and our efforts to become a Division.

These efforts have been instrumental in helping us grow as an IG and become an important voice in the Academy.

In the Academy conference in Chicago a few months ago, IG chairs and members got the chance to serenade Paul – similarly, all the community comes together at the end of this message to say a big 'thank you' to you Paul for your leadership, passion and commitment the past five years.

We will miss you and we will keep reaching out to you for guidance and advice. Thank you!

Sotirios Paroutis

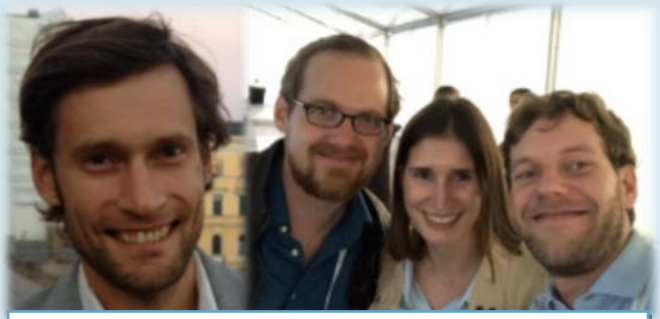
SYNTHESIS OF SAP COMMUNITY DAY @EGOS 2018

The SAP Community Day is an EGOS pre-colloquium PDW that takes place on a yearly basis. Its aim is to bring together scholars interested in the process and practice of strategy-making to stake out the state of the field, meet old and new friends, and receive inspiration for future research projects.

At this year's EGOS 2018, the SAP Community Day had its fourth anniversary. In the spirit of the aim of this workshop, this year's topic was: "Inspiring and Expanding Strategy-as-Practice Research". Thus, the co-organizers Philip Gylfe, Georg Reischauer, Tania Weinfurtner, and Matthias Wenzel developed a forward-oriented program that aimed to bring in fresh inspiration for the field's years to come.

In the morning, Paul Adler from the University of Southern California kicked off the SAP Community Day with an inspiring keynote on "BUSINESS strategy is dead. Long live business STRATEGY!". One of his arguments was that one way out of the present capitalism-induced crisis is, ironically, to learn from capitalist corporations how to engage in effective socialist planning.
In the remainder of the morning session, participants had the opportunity to engage in roundtable discussions in order to pitch their emergent research ideas to experts in the field. These experts included Paul Adler, Paula Jarzabkowski, Jochen Koch, Ann Langley, Jane Lê, Curtis LeBaron, and Davide Nicolini.

The after-lunch session began with author–editor dialogues. Specifically, Eero Vaara – guest editor of the 2018 SMJ special on strategy process and practice – as well as two authors who published their papers in this special issue reflected on their review journeys: Elena Dalpiaz and Giada Di Stefano's paper on narrative practices and Matthias Wenzel and Jochen Koch's paper on keynote speeches as staged genres of strategic communication. By opening up these review processes, participants gained insights into the merits, pitfalls, and struggles of going though such a process, which requires perseverance, open-mindedness, hard work, and (most likely) a bit of luck.



Community Day Organizers:
Philip Gylfe, Georg Reischauer, Tania Weinfurtner and Matthias Wenzel

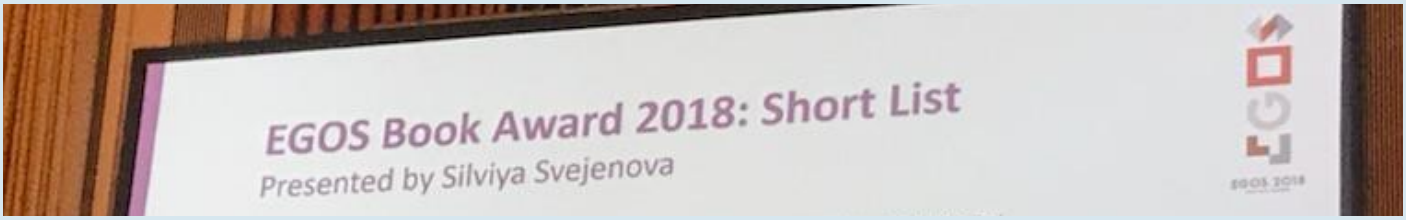
The formal program of the SAP Community Day ended with a panel discussion between Paula Jarzabkowski and Eero on the future of SAP research. Together, they staked out how far SAP research has come and which areas of research are yet to be explored.

The SAP Community Day was rounded off by an informal wine reception, which was much-deserved after a hard day of intense discussions and plural inspirations.

For the first time, parts of the SAP Community Day were streamed live on the SAP Facebook page. In doing so, dozens of additional scholars were immediately reached, and hundreds of scholars have watched the videos within the next few days. The videos can now also be watched on the SAP Youtube site. These videos will hopefully provide a smooth and lasting transition to the next SAP Community Day at EGOS 2019 in Edinburgh.

To view all sessions from the SAP community day, klick here.

EGOS BOOK AWARD: SHORTLISTED!



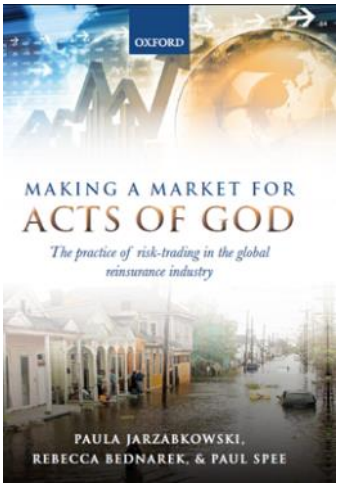
Paula Jarzabkowski

Rebecca Bednarek

Paul Spee

Reinsurance is a financial market that trades in the risk of unpredictable and devastating disasters - such as Hurricane Katrina, the Tohoku earthquake and tsunami, and the terrorist attacks on the World Trade Centre. Such disasters are increasing in both frequency and severity, with the cost of their losses mounting rapidly. Reinsurance insures insurance companies, enabling them to pay claims arising from these losses. It is thus a market mechanism that is a critical part of the social and economic safety net, helping to pick up the pieces after disasters. Yet, how is the risk of such disasters calculated and traded in a global market?

This book brings to life the reinsurance market through vivid real-life tales that draw from an ethnographic, "fly-on-the-wall" study of the global reinsurance industry over three annual cycles. To show how the market works, the book offers authentic tales gathered from observations of reinsurers in Bermuda, Lloyd's of London, Continental Europe and SE Asia as they evaluate, price and compete for different risks as part of their everyday practice. Understanding how this market for disasters works has never been more critical given the impact of climate change and increased global connectivity, where a flood in one country can trigger losses to supply chains around the world. The authors develop a novel concept of the practice of global markets, which advances scholarship and challenges current thinking about how financial markets trade in intangible assets such as risk.



RECENT SAP PUBLICATIONS

Author(s)	Title	Journal	Link
Burgelman, R. Floyd, S. Laamanen, T. Mantere, S. Vaara, E.	SPECIAL ISSUE: **Strategy processes and practices: Dialogues and intersections**	Strategic Management Journal	Abstract
Friesl, M. Larty, J. Jacobs, C.	**Putting strategy into action – The role of artefacts for business format replication**	European Management Review	Abstract
Gond, J.-P- Cabantuous, L. Krikorian, F.	**How do things become strategic? 'Strategifying' corporate social responsibility**	Strategic Organization	Full paper
Jalonen, K. Schildt, H. Vaara, E.	**Strategic concepts as micro-level tools in strategic sensemaking**	Strategic Management Journal	Abstract
Jarzabkowski, P. Lê, J. Balogun, J.	**The social practice of co-evolving strategy and structure during mandated radical change**	Aacademy of Management Journal	Abstract
Tsoukas, H.	**Strategy and virtue: Developing strategy-as-practice through virtue ethics**	Strategic Organization	Full Paper
Whittington, R.	**Greatness Takes Practice: On Practice Theory's Relevance to "Great Strategy"**	Strategy Science	Abstract
Williamson, C. Venter, P.	**Paradox as a generative practice**	European Business and Economics Journal	Full paper

Publications on topics of interest to the SAP Community

Topic	Reference	Link
Open Strategy	Heimstädt, M., & Reischauer, G. (2018). **Open (ing up) for the future: Practising open strategy and open innovation to cope with uncertainty. In How Organizations Manage the Future** (pp. 113-131). Palgrave Macmillan, Cham	Abstract
Performativity	SPECIAL ISSUE—Cabantuous, L.; Gond, J.-P. & Wright, A. (2018). **The performativity of strategy: Taking stock and moving ahead**, Long Range Planning, 51 (3), 407-510.	Abstract
Practice Theory	Loscher, G., Splitter, V & Seidl, D. (forthcoming). **Theodore Schatzki's theory and its implications for Organization Studies**, in: Management, Organizations and Contemporary Social Theory, Clegg, S. and Pina e Cunha, M. (Eds.), Routledge	
Strategy Process	Friesl, M., Garreau, L., Heracleous , L. (forthcoming) **When the parent imitates the child: Strategic renewal through separation and reintegration of subsidiaries**. Strategic Organization	Abstract
Space	Weinfurtner, T., & Seidl, D. (2018). **Towards a spatial perspective: An integrative review of research on organisational space.** Scandinavian Journal of Management	Abstract

Call for Proposals: Strategy Practice IG, SMS 2019

SMS conference 2019, Minneapolis, Deadline: February 20, 2019

Shenghui Ma

Program Chair

The Strategy Practice Interest Group focuses on the doing of strategy. It is interested in opening the 'black box' of strategy work by examining the actors, activities, and practices that are involved in formulating, implementing, and changing strategies. It also aims at linking the strategy work to important outcomes across different levels and various contexts in which strategy actors operate. The focus on strategy as a social practice enables researchers to engage in a direct dialogue with practitioners, as they often examine issues that are directly relevant to those who are dealing with strategy. Our interest in opening the 'black box' of strategy making resonates particularly well with this year's conference theme. While welcoming all contributions that are aligned with our general interest, we particularly seek those that reveal what strategy making looks like in the industries, countries, or other contexts that have received little public and scholarly attention, and that focus on the strategy actors, activities, and practices that have largely been neglected by existing research.

Deadline for Proposals: February 20, 2019

Ling for Submission:

https://www.strategicmanagement.net/minneapolis/call-for-proposals/submission-process

Strategic SMS Management Society

SAP@EURAM: CALL FOR SUBMISSIONS

EURAM Conference 2019, Lisbon; deadline: January 15, 2019

With our theme Exploring the Future of Management: Facts, Fashion and Fado, we invite you to participate in the debate about how to explore the future of management. We look forward to receiving your submissions.

Strategic Processes and Practice: Theorizing Emerging Strategic Processes and Practices

Proponents:
Aura Parmentier Cajaiba, Université Côte d'Azur
Isabelle Bouty, Université Paris Dauphine
Tamim Elbasha, Audencia Business School

The SPP track aims to bring together organizational and micro levels of analysis to advance our understanding of strategy in the making (Chia & Holt, 2009). Whittington (2003) opened up avenues in studying strategy with a practice lens and despite calls inviting to delve more into the essence of strategic processes; conceptual and empirical research on the emergent side of strategy (Mintzberg and Waters, 1985) remain scarce (Carter, Clegg, & Kornberger, 2008). So far, it has concerned mainly discursive and socio-material practices of top managers. We therefore invite contributions to find innovative ways to inform and theorize the emergent side of strategy.

We invite papers that tackles the following themes:

- Roles and actions of mundane activities and diverse kind of actors within strategic processes
- How and when specific artefacts are carriers of strategic practices
- The co-creation of strategic knowledge and practices among and between organizational domains
- Widening strategy literature with different practice lenses.
- Use of occupational knowledge and practices that stimulate strategy emergence
- Interactions of deliberate and emergent strategies in the doing of strategy

Deadline for Paper Submission: **15 January 2019 (2 pm Belgian time)**

For more information klick here or contact: Aura Parmentier Cajaiba - aura.parmentier@unice.fr

EGOS 2019 SUB-THEME: OPEN ORGANIZING

EGOS 35th colloquium, 2019, Edinburgh; Deadline: January 14, 2019

Sub-theme 55: **Open Organizing for an Open Society? Connecting Research on Organizational Openness**

Conveners:
Leonhard Dobusch, University of Innsbruck
leonhard.dobusch@uibk.ac.at
Georg von Krogh, ETH Zurich
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Richard Whittington, University of Oxford
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For further information, please click here.

Discussions around open organizing date back to the 1950s, when organizations were conceptualized as open systems interdependent with their environments (e.g. Boulding, 1956). However, recent developments have seen openness recast as an organizing principle in a wide range of domains. Indeed, Tkacz (2012, p. 400) describes contemporary advanced societies as undergoing a "second coming of openness". Thus we see the apparent rise of phenomena such as open innovation (Chesbrough, 2006), open strategy (Hautz et al., 2017), open software development (von Hippel & von Krogh, 2006), open government (Janssen et al., 2012), open science (Nosek et al., 2015), and open education (Seely et al., 2008).

While there is growing reference to notions of openness across domains, these are largely disconnected from each other, show few signs of convergence and lack theoretical reference between domains. This fragmentation is even more marked when considering related notions such as organizational fluidity (Dobusch & Schoenborn, 2015), liquidity (Kociatkiewicz & Kostera, 2014), boundlessness (Ashkenas et al., 2002) and partiality (Ahrne & Brunsson, 2011). Alongside these notions, advanced societies appear also to be seeing the emergence of more open organizational forms such as crowds (Felin et al., 2014), communities (Faraj et al., 2016), ecosystems (Baldwin, 2012) or meta-organizations (Gulati et al., 2012). A central objective of the proposed sub-theme will be to bring together discussions of various forms of open organizing in order to explore possible commonalities and significant distinctions, and to develop means for more connected theorizing across domains and dimensions.

We believe that bringing together the diverse streams of work on open organizing will advance cumulative knowledge and stimulate new integrative insights. Because existing theories of organization may be limited in their capacity to explain the relations between the dimensions of openness (Puranam et al., 2014), we encourage broad and innovative theorizing. At the same time, we look for systematic comparison across empirical phenomena as well as new studies within individual domains.

EGOS 2019 SUB-THEME: GRAND CHALLENGES

EGOS 35th colloquium, 2019, Edinburgh; Deadline: January 14, 2019

We would like to draw your attention to a sub-theme "Strategizing for Grand Challenges" that we are organizing at the upcoming **EGOS conference in Edinburgh in 2019** (July 4-6th). We are pleased to announce that **Charlotte Cloutier, Jennifer Howard-Grenville** and **David Seidl** will be joining us as keynote speakers. Please consider submitting your work by Monday, January 14, 2019 via the EGOS website.

Strategy-as-practice (SAP) researchers view strategy as a social activity; in other words, strategy is considered as something that members of an organization *do* (Jarzabkowski, 2003; Whittington, 2006). As such, the focus of research in this area has been on the micro-activities and interactions of actors in and around the organization, both in terms of *what* actors do in practice and *how* they accomplish it. However, in recent years SAP scholars have increasingly espoused the desire to move beyond the micro in order to address macro issues (Whittington & Seidl, 2014; Vaara & Whittington, 2012). Broadening the scope to industry and societal issues has generated an emerging body of work on strategizing beyond organizational boundaries and/or within constellations of organizations (e.g. Cloutier & Couture, 2017; Jarzabkowski & Bednarek, 2017; Seidl & Werle, 2017; Smets et al, 2015).

Today organizations face a variety of societal challenges that go beyond any single organization, yet these are a critical part of the strategic landscape. Indeed, managing the implications of such issues is increasingly a strategic issue for many firms. Examples of such challenges include food, water and energy security; climate change; fake news and Trumpism; political instability and terrorism; disaster and environmental resilience; poverty and inequality; financial markets and regulation; digitalization and big data; demographic changes, health issues, and epidemics; etc. These types of issues are often described as 'big issues' or 'grand challenges' (Ferraro, Etzion and Gehman, 2015; George et al., 2016), meta problems (Hardy, 2008; Seidl & Werle, 2017), and wicked problems (George et al., 2012; Scherer and Palazzo, 2011). What these issues share is that they are multidimensional (e.g., involving social, economic, environmental, and technological aspects), that they span across organizations, industries and societal sectors (e.g., government, civil society and business) and that they are "caught in causal webs of interlinking variables [...] that complicate both their diagnosis and prognosis" (Reinecke & Ansari, 2015: 299). The sheer magnitude and scope of these issues mean that organizations often seek inter-organizational collaboration in various ways and include a variety of actors in their strategizing activities. While societal issues are becoming key to strategy and strategizing activities, we still know relatively little about how organizations and their members take strategic action in dealing with these issues, or the implications of their actions upon either the organization or the issue itself (for a few exceptions see Seidl & Werle, 2017; Wright & Nyberg, 2016).

We use this sub-theme to explore the contributions that practice-based approaches can make to understanding how organizations strategize for grand challenges.

Sub-theme 19: **Strategizing for Grand Challenges**

Conveners:
Katharina Dittrich, Warwick Business School
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Paula Jarzabkowski, City University of London
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Jane Lê , WHU
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For further information, please click here.

EGOS 2019 SUB-THEME: VALUATION, STRATEGY & ORGANIZATIONS

EGOS 35th colloquium, 2019, Edinburgh; Deadline: January 14, 2019

Sub-theme 44:
Valuation, Strategy and Organization

Conveners:
Laure Cabantuous, Cass Business School
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Liliana Doganova, MINES Paris Tech
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For further information, please click here.

This sub-theme on valuation, strategy and organization aims at creating a dialogue between organization studies, strategy research, and the sociology of valuation. Despite the fact that value and valuation practices play a central role in organizations, the relationships between valuation, organizing processes and strategy practices are little researched. We are interested in papers that focus on sites or moments of valuation in which valuation practices are questioned or require justification. In particular, we welcome empirical papers that examine valuation practices in atypical organizations; during moments of crisis; in relation with strategy making and/or processes of value creation; or in situations where conflicts over value(s) are present. Overall, this sub-theme is an invitation to study valuation, as it happens in organizations, by considering sites and moments of valuation, power and expertise dynamics around valuation practices, and the roles of artefacts (e.g., rankings, algorithm) in modalities of valuation.

We welcome empirical papers grounded in various theoretical perspectives that examine valuation practices across organizations and in strategy making. We are especially interested in sites or moments (Berthoin, Antal et al. 2015; Kornberger et al., 2015) in which valuation practices become problematic, are questioned, require justification, or are involved in struggles over legitimacy, thus making visible fundamental agreements or disagreements about what counts and how it should count.

INFO

For more information on EGOS 2019 in Edinburgh, please visit the EGOS website.

CALL FOR PAPERS: 4TH ENTREPRENEURSHIP AS PRACTICE CONFERENCE, AND PHD SYMPOSIUM 3-5 APRIL, 2019, NANTES

Entrepreneurship as Practice Conference, Nantes; Deadline: December 3, 2018

About the Conference

The 4th version of this conference aims to advance understanding of entrepreneurship as practice, foster network ties, facilitate collaborative writing relationships, and build a strong community of practice scholars. To do so, we have developed a Research Conference and PhD Symposium that educates interested scholars as well as develops empirical and conceptual papers regarding the 'practice turn' taking place in entrepreneurship studies. For background and information on EaP literature, prior conferences and other pertinent materials, please go to https://www.entrepreneurshipaspractice.com/

Organizing Committee (extract)

Claire Champenois (Audencia Business School),
Miruna Radu-Lefebvre (Audencia Business School), Bill Gartner (Babson University), Bruce Teague (Eastern University Washington), Neil Thompson (VU University Amsterdam), Ola Byrne (UCD Dublin)

Paper Submission

All scholars who are interested in the paper development workshop and PhD candidates wishing to attend the conference should **submit an abstract** (of less than 1,000 words) **by 3 December 2018** to eap4@audencia.com.

All working papers will be assigned to discussion groups. Each group member will be responsible for providing feedback on the papers received during the working paper session on April 5.

Participants of the 1st PhD symposium at the EaP conference 2018

Audencia Business School & Nantes

EAP4 will be held at Audencia Business School, Nantes, France on April 2-5 2019. Founded in 1900, Audencia Business School is one of France's elite Grande Ecole higher education institutions – ranked 6th in the nation (SIGEM). Nantes is a modern innovative and green city with old-world flair city. It is two hours from Paris (by train), one hour from London (by plane), and 45 minutes from the Atlantic Coast (by car or train).

For Further Information and Questions please contact eap4@audencia.com

SAP AROUND THE GLOBE:
THE SAP COMMUNITY IN COLOMBIA

We are a group of researchers from Universidad EAFIT (Medellin, Colombia), focused on Strategy, Intervention, Organization Studies and Systemic Thinking. Our team of professors and PhD students have followed different research paths that have finally converged in SAP. We have contributed to Intention, Corporate Political Activity, Global Strategy, Multi-business firms, Social Mediation, New Forms of Organizing, Trust, Social Enterprises, Innovative Qualitative Methods, among others. Our studies are based on qualitative methods, and study people's actions, interactions, and their impact on practice.

EAFIT, founded by practitioners, aims to continue contributing to practice, using the strengths in qualitative research of its MSc and PhD in Management programs. Therefore, we aim to develop our research agenda as part of the SAP community.

From left to right: Jorge Velez-Castiblanco, Diana Londono-Correa, Luz Maria Rivas, Maria A. De Villa, Juliana Tabares-Quiroz, Alejandro Rozo, John Fernando Macias-Prada, and Martha Reyes-Sarmiento.

Jorge Velez-Castiblanco, Professor of Systems Thinking and Intervention

Jorge's PhD focused on intervention methodologies used for organizational change, not as objective tools, but as dependent of user's intention. A paper on this work was coauthored with Brocklesby and Midgley: "Boundary games: How teams of OR practitioners explore the boundaries of intervention", EJOR (2016).

Our research resonates with SAP, since it focuses on opening the black box of interactions in workshops. We find coincidences while analyzing the skills that participants use to steer the conversations, in the way in which materiality and different modes of communications enter the communicative process. Working on these questions challenges our research methodologies. To get the fine grain detail that this kind of research demands, we have had to move beyond interviews and questionnaires, to use direct participation in workshops (action research inspired) and audio and video recording of the situated dynamic. For the analyses, we have relied on the Boundary Games Theory (BGT), an approach pioneered by Jorge, based on Wittgenstein philosophy and Sperber and Wilson Relevance Theory. This approach focuses on the effects that participant communications have on the language games in place. The research "The structure of problem structuring conversations: a boundary games approach" was published in the special issue on micro level analysis on Group Decision and Negotiation 2018. We are now studying the process of constructing value propositions in workshops, a work that we hope is going to enrich SAP literature. We believe that our methodological developments for analyzing interactions can contribute to SAP research.

SAP AROUND THE GLOBE:

THE SAP COMMUNITY IN COLOMBIA..CONTINUED

Diana Londono-Correa, Professor of Strategy

Diana's research focuses mainly on corporate management and corporate political action. She is concerned with contextualized managerial knowledge and supporting practice. In this regard, she has applied in-depth case-study research. She discovered SAP as soon as the interest group appeared on the Strategic Management Society webpage. Practice calls her attention because it presented an alternative to the quantitative oriented research at the time. Diana and Jorge, through several conversations, found an intersection where conjoint research was possible.

Luz Maria Rivas, Full Professor, Universidad EAFIT

My encounter with strategy was as a project manager at a Building Company, then as Dean and Financial Director of a University, and later, as an Insurance company office manager. Later in life, I started to study Strategy in an MBA, and my constant interest in managerial knowledge drove me to pursue a MSc. and a PhD. in Administration. In these programs I acme into contact with academic literature, where quantitative studies are dominant and narrow perspectives are preferred. Besides, most of this literature is based on an Anglo-Saxon context, quite different from the one I have worked on. In my MSc dissertation, I decided to approach strategy research by reflecting about how strategic decisions are made. After that, for my doctoral thesis, I studied managerial knowledge in multi-business firms. Both studies rely on qualitative case studies from a complexity perspective. Until that moment, I did not know about SAP perspective, but I really valued Mintzberg and Langley´s process perspective as well as Eisenhardt interest in supporting practitioners. I am really enjoying SAP since it goes beyond dominant research on strategy and presents a variety of alternatives that could enrich teaching, researching and managing.

Maria A. De Villa, Professor of Strategy

My PhD thesis followed a pragmatist approach based on the ideas of John Dewey. I analyzed the strategy work of practitioners to offer two contributions: (1) a framework that explains the influence of practitioners' perceived host country political risk on MNE corporate political activity (CPA) choices in host markets; and (2) a taxonomy of the legal non-engaged political strategies that practitioners deploy to enable their MNEs to stay in or enter host markets of high political risk. Both constitute what Hafsi and Thomas (2005) refer to as walking sticks to assist practitioners in their CPA decision-making processes (see De Villa *et al*., 2018).

Later, I encountered strategy as practice (SAP) as a research approach through the work of Langley, Jarzabkowski, Whittington, and others. Among a myriad of quantitative research in the strategy field, I was amazed to find a perspective that used qualitative methods to study how practitioners think and do strategy. Building on the ideas of SAP, I recently collaborated in a research project with a practitioner, Carlos Enrique Piedrahita, exCEO of Grupo Nutresa. Our aim was to build from practice, and through an iterative contrast with theory, a tool that can enable practitioners to identify and improve their company's competitive position for internationalization.

PhD student Juliana Tabares-Quiroz, Universidad EAFIT (Medellín, Colombia), Universidad Autónoma Metropolitana UAM (Mexico City, Mexico)

As a sociologist, Administration and Organizational Studies PhD. student, I have focused on organizing through qualitative methodologies. The practical lens on organization processes helps me to open a dynamic way to see what happens in organizational life related to technology. In my Doctoral thesis, I am focusing on the social mediation of information technology integration processes in health organizations. Looking through the practical lens, I have found that social mediation can be understood as a powerful conceptual tool to analyze the way in which people deal with technology in organizations. In addition, I study actions to improve the relationship with

SAP AROUND THE GLOBE:

THE SAP COMMUNITY IN COLOMBIA..CONTINUED

technology in work routines. This lens supports alternative ways to understand Technology Use Mediation (Orlikowski, Yates, Okamura, 1995). In my PhD thesis, technology use mediation is understood as social practices, and the analysis focusses on the actions and interactions between different people that engage with technology information integration processes, such as CEO's, developers, facilitators, coordinators, and end users. For that reason, I encourage research in comprehensive ways, to integrate the practical lens from an ontological perspective and to continue the dialogue as part of the SAP and Organizing research community.

Alejandro Rozo, PhD student Universidad EAFIT

I have always been interested on organizations as a set of contradictions, specifically at the level of the organizational structure. Following the academic work and the advice of professors Luz Rivas, Diana Londono, and Jorge Velez, I could translate that feeling into the context of multi-business firm's structure and started to think about research through the lens of the complexity sciences. Furthermore, during the development of the research proposal, it was amazing to reach an understanding of strategy as something that people do, rather than something organizations have. Thus, inspired by the academic works of the SAP field, I now consider the challenges of alternative structures or new forms of organizing at multi-business firms, as a phenomenon of the adaptive practice-in-use. In that sense, my research question is: how does the adaptive practice-in-use reflect in new forms of organizing, such as in multi-business teams? My purpose is to unfold paradoxical contexts during the research, to construct the "practitioners' contrast spaces" and to show that reflection as a contribution to SAP.

John Fernando Macías-Prada, Sociologist and Political Scientist from the University of Antioquia

My doctoral thesis revolves around the phenomenon of social enterprises in Latin America. My interest has been to develop a comprehensive approach to the business strategy process of social enterprises. These are dual purpose organizations: they are oriented by a social vocation that seeks to make social transformations around vulnerable communities and, at the same time, they are meant to be economically profitable and sustainable. I want to study this phenomenon from the theoretical, empirical and methodological linkage of three approaches: a perspective to address social enterprises as organizations, a sociological perspective to explore social entrepreneurs as social agents and, finally, the angle of SAP that allows an analysis of the materialization the social entrepreneurs strategy, from their concrete realities. I am hopeful that I will continue my research in the SAP area, since it promises to be a possibility to build essential knowledge that connects theory and practice, which I identify as a priority need for social enterprises.

PhD (C) Martha Reyes-Sarmiento, Universidad EAFIT (Medellín, Colombia)

I have explored and engaged with the SAP perspective encountered as part of my doctoral training in Strategy lectures (Prof. Diana Londono, PhD) and by my thesis supervisor's advice (Prof. Luz Maria Rivas, PhD). As a strategy teacher and as a PhD student, I have found this perspective to be a refreshing alternative to the classical strategy approach. To better understand how these actions and interactions have been thought about at the micro-level strategy analyzes, my supervisor and I wrote a literature review on Strategizing's overview. This has been a stimulating point of departure to appreciate what this field means and offers to practitioners.

At the beginning of 2018, I had the opportunity to visit the University of Zürich, as part of a researcher in residence program with professor Seidl's team. I received important feedback on my doctoral research, which precisely focuses on the question: *how does trust enable and constrain strategic practices?* I am currently writing the findings in a paper named "*strategizing as trusting course of action".* This strategy approach changes my epistemological standpoint and encourages me to consider micro-activities related to macro practices. In this sense, I hope to continue working with this perspective in the future.

Outgoing IG Chair: Paul Spee – University of Queensland (p.spee@business.uq.edu.au)

IG Chair: Sotirios Paroutis – Warwick Business School (sotirios.paroutis@wbs.ac.uk)

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