



Strategizing Activities & Practices

# Strategizing Activities & Practices (SAP) Strategy Committee

Online Workshop | **Summary**



ACADEMY OF  
Management

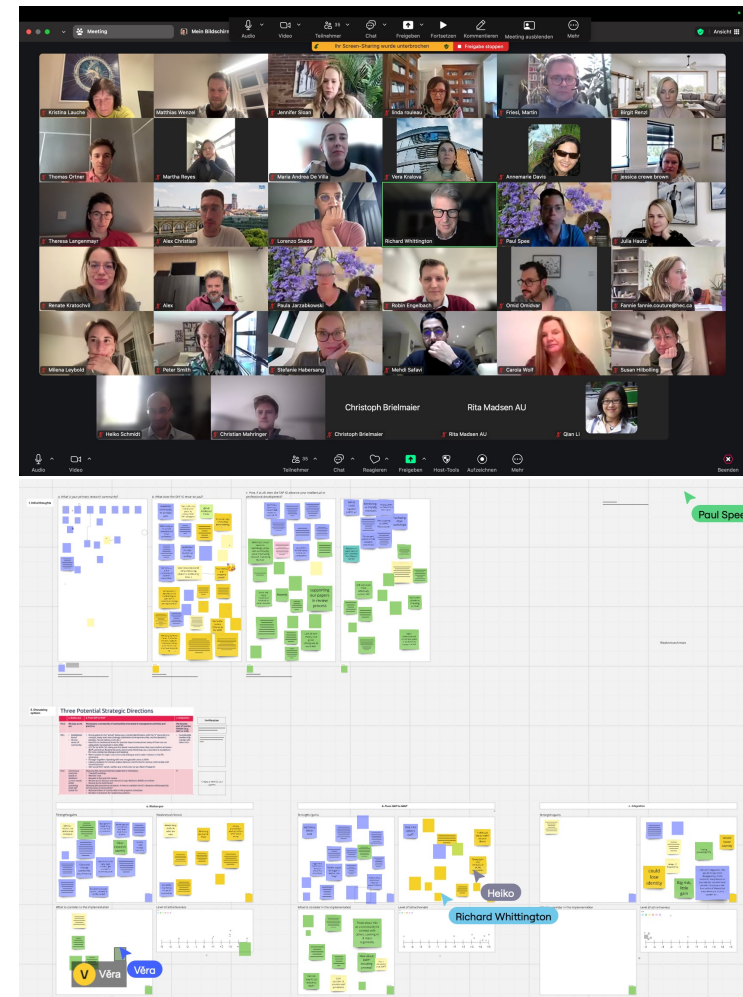
# Overview

**Purpose:** Dialogue about members' current needs and the IG's strategic direction

**37 participants:** Both experienced and novices, both more and less visible

**Two main points of discussion:**

1. Research communities, current needs, and areas for improvement
2. Expected gains and losses of options for strategic development



# Three discussed options (and an option that a participant added)

	a. Status quo	b. From SAP to MAP	c. Integration	Proliferation
What	<b>We stay as we are.</b>	<b>We become a community of communities interested in management activities and practices.</b>	<b>We become part of another division (e.g., OMT or STR).</b>	<b>Creating a separate "practice IG", retaining the SAP IG</b>
Why	<ul style="list-style-type: none"> <li>Established brand</li> <li>Strong sense of community</li> </ul>	<ul style="list-style-type: none"> <li>Doing justice to the "actual" status quo: Many apparent non-strategy submissions (entrepreneurship, routine dynamics, paradox, future-making, CCO, etc.), limited identification with the "S" (according to surveys)</li> <li>Need for an intellectual home for practice-based communities: Many of them are not adequately represented in other DIGs</li> <li>USP for an AOM DIG: Many practice-based communities have their own intellectual homes (EAP conference, Routine Dynamics Community Workshop, etc.), but there is no platform for cross-community dialogue and learning</li> <li>New impulses through cross-community dialogue and broader inclusion in the IG's governance</li> <li>Stronger together: Speaking with one recognizable voice at AOM</li> <li>Likely a necessity for Division status: being an overt home for various communities with shared interests</li> <li>SAP would NOT vanish, neither as a community nor as a field of research</li> </ul>	<ul style="list-style-type: none"> <li>Considerable membership overlap with other DIGs</li> </ul>	<ul style="list-style-type: none"> <li>Providing a clear home to practice-based scholars who do not examine strategy topics</li> </ul>
How	Continuous evolution based on members' current needs, whilst sustaining what SAP stands for	<p>Changing the name and domain statement in the bylaws:</p> <ul style="list-style-type: none"> <li>Townhall meetings</li> <li>Member vote</li> <li>Request in the next DIG review</li> <li>Review by the Division and Interest Groups Relations (DIGR) committee</li> <li>Review by the AOM Board</li> </ul> <p>Changing the governance structure: → How to maintain the IG's character whilst explicitly serving various communities?</p> <ul style="list-style-type: none"> <li>Representation of communities in the program committee</li> <li>Rotation mechanism for leadership positions</li> </ul>	←	<ul style="list-style-type: none"> <li>The new IG as a parent to SAP</li> </ul>

# Seven Insights

## Research communities, current needs, and areas for improvement

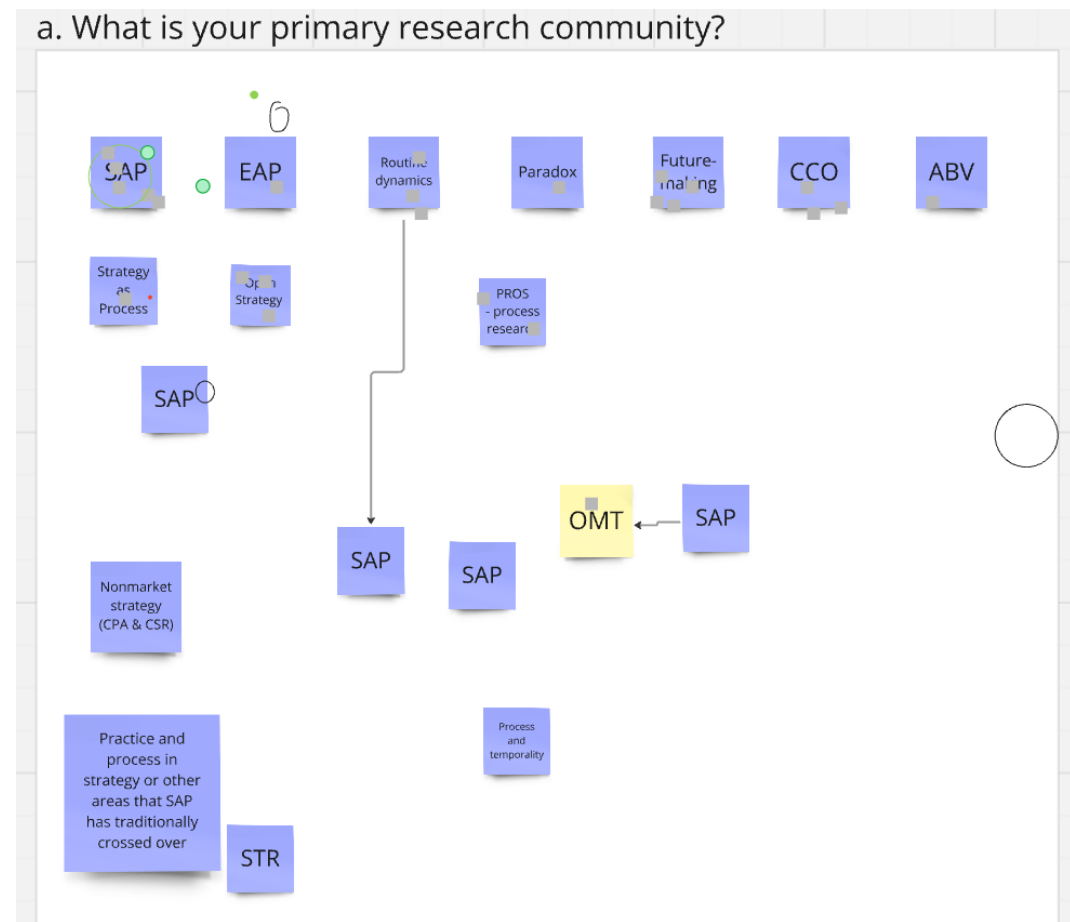
1. SAP is already a community of practice-based communities
2. SAP members experience a sense of belonging and connection with other members
3. SAP members know and appreciate the IG's offerings for intellectual and professional development
4. Potentials for improvement lie especially in even greater inclusion and better communication

## Options for strategic development

5. Adhering to the status quo remains attractive, but risky
6. MAP comes along with benefits, but also raises doubts
7. Proactively pursuing an integration into another DIG is not an option

# Insight 1: SAP is already a community of practice-based communities

- SAP, EAP, routine dynamics, future-making, CCO, strategy process, etc.
- Partial dispersion of these communities across DIGs (e.g., SAP, OMT, STR)
- SAP binds practice-based communities together



# Insight 2: SAP members experience a sense of belonging and connection with other members

- In programmatic terms: Common and distinctive ways of examining, theorizing, and “seeing” phenomena (qualitative research, practice/process ontology, etc.)—yet, only with a partial attachment to “S” or “P”
- In social terms: An intellectual home, a network, as well as an open, safe, and supportive space for sharing and discussing ideas—one that distinguishes itself in these terms from other DIGs and is ill-understood outside the IG
- In interest-driven terms: A vessel that legitimates the community



# Insight 3: SAP members know and appreciate the IG's offerings for intellectual and professional development

- Reference to a wide array of offerings and activities (webinars, PDWs, news, mentoring, etc.)
- Contrary to wider trends at AOM: Appreciation of **feedback and inspiration** through reviews, paper presentations, and collegial support
- Career-changing **recognition**, esp. leadership opportunities and awards
- Overlap of developmental support with other groups, e.g., at EGOS and SMS

c. How, if at all, does the SAP IG advance your intellectual or professional development?



# Insight 4: Potentials for improvement lie especially in even greater inclusion and better communication

- Moving **beyond** the **German-speaking** dominance
- Needs in the **Global South**: friendly reviews, funding, PhD courses, special workshops, mentoring
- **Connecting** both the IG and its offerings **with other groups** and DIGs (EAP, SAP@SMS, STR, OMT)—**whilst** making **distinctive offerings** (on SAP, “practice”, etc.)
- **Improving communication about ourselves**: Who we are and what we do well





# Insight 6: MAP comes along with benefits, but also raises doubts

## Strengths

- Better representation of the IG and members' work
- Greater legitimacy and visibility
- USP: "one-stop shop" for practice scholars
- Growth potentials: Including non-AOM communities (accounting etc.)

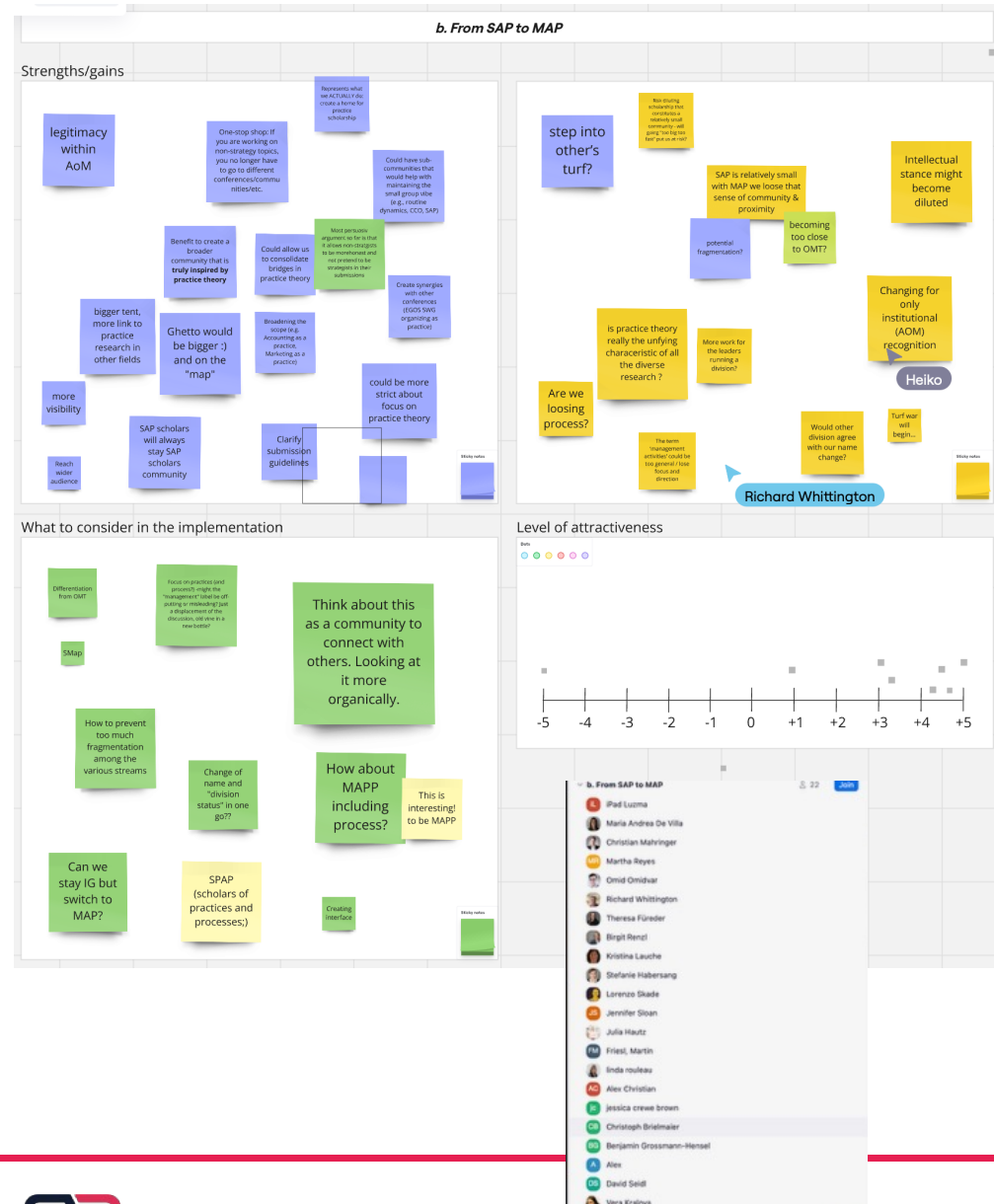
## Weaknesses

- Overlap with OMT
- "Management" might be off-putting, risk of losing the core SAP group
- Scope may be too loose and undirected on the one side, and erroneously over-emphasize "practice" as a common denominator on the other
- Potential marginalization of smaller practice-based communities

## Implementation

- Rethinking the name and scope: MAPP, SPAP, SMAP
- Convincing other DIGs of these changes, building connections
- Maintaining and nurturing sub-groups

Average level of attractiveness (-5-5): 2.56



# Insight 7: Proactively pursuing an integration into another DIG is not an option

## Strengths

- Materialization of what the SAP IG has been doing (connections as well as shared discourses and subjectivity)

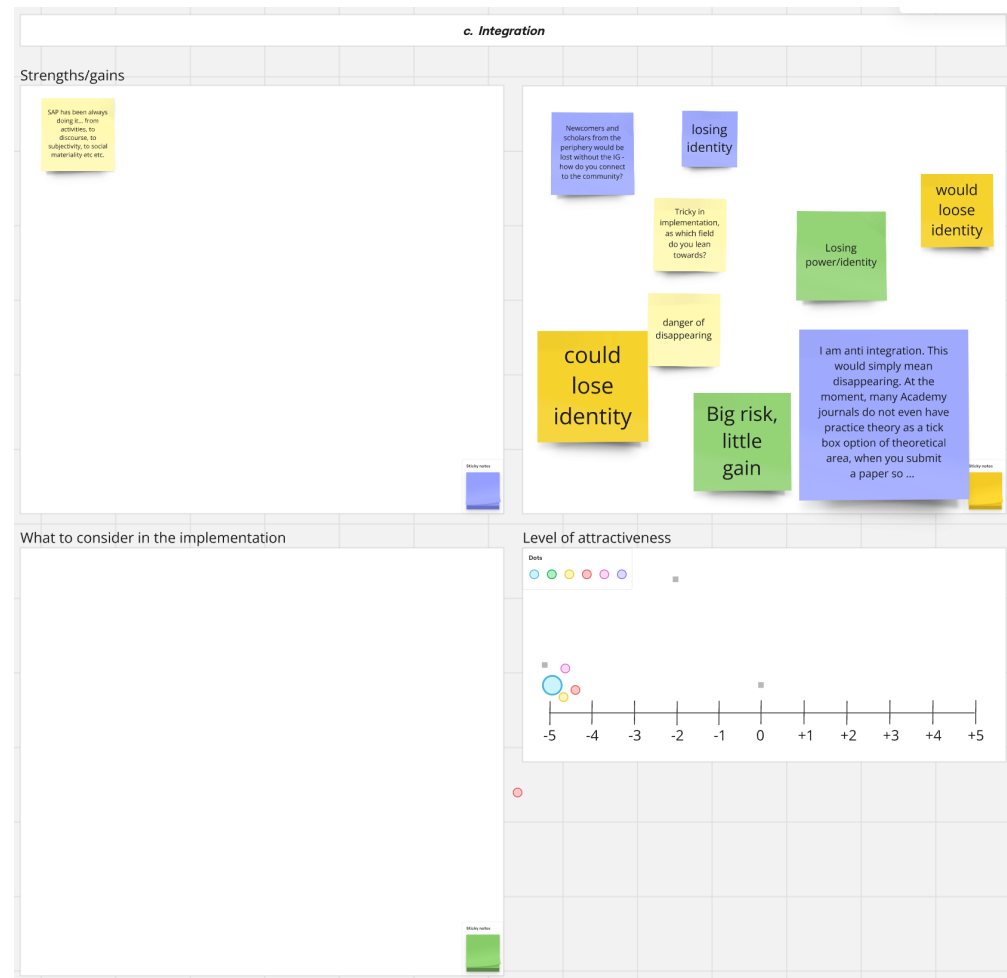
## Weaknesses

- Irreplaceable loss of everything that the IG offers and stands for: identity, community, intellectual home, legitimacy, etc.
- Risk of disappearing

## Implementation

- 

Average level of attractiveness (-5-5): -3.93



Thank You Very Much!