



STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

SPRING 2022 NEWSLETTER

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Dear SAP Members and Friends,

Welcome to the spring edition of the SAP newsletter!

We hope that you are all doing well – please continue to stay healthy and take care.

Looking ahead to the summer, we already provide you with some information on the 2022 hybrid conference program with a short **statement by the Program and PDW Chairs** (p. 5), a sneak preview on what you can expect from the **SAP Doctoral and Early Career Program** (pp. 6-7) and the main **PDWs** (from p. 8 on), and an upfront invitation to participate in our various **Community Engagement Events** (p. 12). Moreover, we are excited to announce that we have some **financial support** available for attending this year's conference (p. 13).

While we are working hard to offer you an exciting conference program (the full program will be announced in the next newsletter), you can check out our newest initiative, the new **SAP Global Citizen Program** (p. 4), and an update on our **SAP Community-Building Activities** (pp. 2-3). They provide great possibilities for further connecting and networking between SAP scholars but also with practitioners—please join us and participate!

You might also be curious about the candidates who run for a position in this year's **leadership team elections** (from p. 15 on). Please vote — we will inform you about the results in the next newsletter.

If you like to recall some of the **highlights from the Annual Meeting 2021**, you can check out our vast video material from last year's conference (p. 18).

Moreover, besides **recent publications** (from p. 21 onwards) and an exciting **Call for Papers** (p. 20), we are happy to announce this year's **Community Day at EGOS** (p. 19).

And lastly, we are happy to travel to our **Austrian SAP community** on p. 23. If you are interested in being featured in our SAP-around-the-globe section in one of next year's newsletters, please contact me.

We hope you enjoy reading the spring edition of our newsletter!

Tania Weinfurtnner, Membership Chair

(tania.weinfurtnner@business.uzh.ch)

SAP COMMUNITY BUILDING ACTIVITIES



SAP Virtual Coffee Circle: The SAP Virtual Coffee Circle is dedicated to connect senior and junior SAPience to foster SAP-related discussions on theory and methodology as well as on career-related topics.



Our SAP Community Building Program consists of three overarching building blocks of community-building activities:



SAPience Reading Club: The SAP Reading Club 'Behind the Scenes' series invites well-accomplished scholars to share their backstage stories of getting their work published in the leading journals, helping young scholars to navigate their journeys practically as a community.



SAPience Global Citizen Program: The SAP Global Citizen Program gathers SAP scholars around the globe in regional hubs in order to intensify the debate among SAP scholars within these regions and include a more diverse field of scholars in general to broaden the community's horizon.

RECENT COMMUNITY-BUILDING EVENTS

Latest session

We welcomed Professors Fleur Deken and Hans Berends March 29th to our "Behind the Scenes: Writing about Processes" episode. Fleur and Hans gave the more than 50 participants a glimpse of the publication process by sharing their journey of getting their article "[Strategizing and the Initiation of Interorganizational Collaboration through Prospective Resourcing](#)", co-authored by Gerda Gemser and Kristina Lauche, published in the Academy of Management Journal.

Some insights were:

- Be adventurous: Don't be afraid of expediting into different streams of literature
- Be reflective (and patient): Finding the linking pin between two streams of literature (and it might take some time to find it ("resourcing" in this case))
- Using visuals: Designing several (process) models from the data helps to contribute to the "own" thinking. The final model might not be the "only" one to explain the process.



Upcoming session

The next event will take place **May 18th: "Behind the Scenes: Practices under the Microscope"**. We will welcome Neil Thompson and Orla Byrne to our writing about "Practices under the Microscope" episode in which they will discuss their journey of publishing in **Organization Studies** on May 18th. In this one-hour interactive session, Neil and Orla will share their experience of publishing their article "[Imagining Futures: Theorizing the Practical Knowledge of Future-making](#)". The session is scheduled for 5pm CET (<https://timezonewizard.com/>).

You can register [HERE](#) (sap.aom.org / participate / Join Reading Club). Please save the zoom link.

Feel free to contact us with ideas and wishes for the upcoming term: Qian Li, Renate Kratochvil and Katelynn Sell.

Spring Events



Have a cup of coffee with

- Matthias Wenzel
- David Oliver
- Michael Smets
- Katharina Dittich
- Leonhard Dobusch

....or join our panel on Open Strategy

- Violetta Splitter
- Richard Whittington
- David Seidl

Monday, June 13th,
5-6pm BST

Registration

Coffee Chats: <https://bit.ly/3KU18SR>
Coffee Panel: <https://bit.ly/3OBO2dk>



In case of questions please contact Lehrer@europa-uni.de

SAP GLOBAL CITIZEN PROGRAM

Birgit Renzl



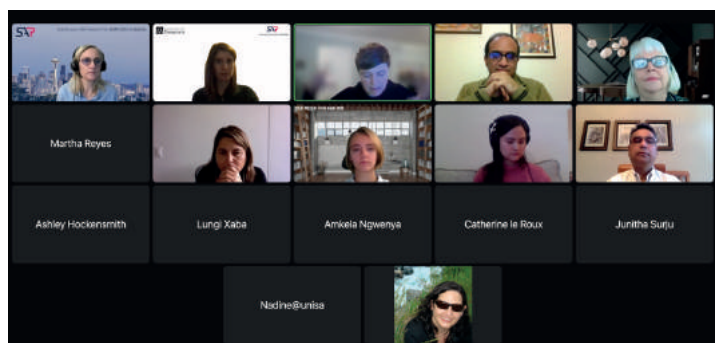
The newly founded SAP Global Citizen Program gathers an interregional group of scholars around the globe interested in the topics of SAP and practice-based theories in general. What we aim to achieve is to enlarge the SAP community and include a more diverse field of scholars to further broaden the community's horizon.

For a start, we set up a Zoom meeting to get to know each other and share our ideas on **Friday, Jan 28th, 5-6 pm CET**. The welcome address held by Birgit Renzl, Katharina Dittrich & Tania Weinfurter outlined the strategy and current developments within SAP and its membership development.



Scholars from all over the world — North and South America, South Africa and even India — participated in the inaugural meeting and articulated what they are looking for in the SAP community.

The following step is to extend the meetings to the Asian Pacific regions and overcome time zone constraints. It is intended that people will establish regional hubs allowing for meetings within the regions and establishing an ongoing exchange of like-minded scholars on a regular basis.



We will continue the gatherings and we are very much looking forward to seeing each other in person again at the first SAP Global Citizen Meeting within the next AOM Conference in Seattle.

UPDATE FROM THE PROGRAM CHAIR AND PDW CHAIR – EN ROUTE TO THE HYBRID AOM 2022

Eric Knight, Fleur Deken

This year's AOM conference will be the first since the start of COVID-19 to move away from being delivered exclusively online. Instead, the conference will run in-person in Seattle, with some online modalities available. This follows key feedback over the last few years that live in-person meetings are greatly appreciated by both participants and audience members compared to pre-recorded, asynchronous sessions. They assist with dialogue, networking, and knowledge sharing. We don't have all the details yet, so please stay tuned for more here. But with the theme "Creating a Better World Together" there are a series of events and sessions you will be able to look forward to.

First of all, thanks for all those who submitted papers, PDWs, and symposia proposals. Whilst submission numbers across divisions (including SAP) were substantially down again, I can assure you that we did not observe a drop in quality of submissions or reviews when compared with previous years. Therefore, let me congratulate all of you who have been accepted as part of the SAP program this year!

We will once again be hosting our **SAP Doctoral and Early Career Program**, under the leadership of PDW Chair Fleur Deken. We will also have a number of other interesting **PDWs** on offer including

- "Who am I, and What am I Doing? Crafting a Research Identity Narrative for Academic Career Transition"
- "Reconsidering Template Use in Qualitative Research: Where Do We Go from Here and How Do We Get There"
- "Video Methods In Organizational Studies"
- "What's Your Theory of Impact? Institutional Context and Engagement with Business & Social Leaders"

The program will also feature a number of **symposia** on topics such as

- "Practicing Impact and Impacting Practice? Creating Impact Through Practice-Based Scholarship"
- "Practices and Purposes of Digital Organizing"
- "Practicing Strategy and Entrepreneurship: Two Sides of the Same Coin?"
- "Strategizing Together for a Better World: Institutional, Paradox & Practice Theories in Conversation"
- "Practice Perspectives on Grand Challenges: Insights from SAP and Routine Dynamics Research"

What we can see from these is an interest with SAP and a range of different disciplines within related fields like routines, paradox, entrepreneurship and others. In the standard paper sessions, we will deal with timely topics such as strategizing for grand challenges, inter-organizational strategizing, multi-modal meaning making, amongst others.

A highlight of this year's program will be the SAP Keynote, in the 11th year of the SAP IG and AOM at the Academy of Management. Professor Martha Feldman from the University of California Irvine has agreed to get this year's keynote speech, and will be talking about the connection between SAP, routines and future research agendas. It is likely to be a highlight and we encourage you to join.

2022 is likely to be a transitional year as we try to get back to normal. Please do look out for further updates on the program for our AOM 2022, and we look forward to seeing you there.

All the best,
Eric Knight (Program Chair) and Fleur Deken (PDW Chair)



SAP DOCTORAL AND EARLY CAREER PROGRAM: CALL FOR APPLICATIONS (I)

Grace Magama, Jennifer Sloan, Lorenzo Skade



We are happy to announce that the Strategizing Activities and Practices Interest Group (SAP IG) invites scholars to the upcoming SAP Doctoral and Early Career Program (ECP). Get ready for a compelling one-day event tailored to guide doctoral and early career scholars through the “academic jungle” of the 82nd Annual Meeting of the Academy of Management in Seattle, Washington, USA.

The ECP will be held on Friday, August 5, 2022, and it will span a full day of panels, workshops, roundtables, and networking opportunities. The day will bring together doctoral students and junior faculty, who are interested in SAP-related topics, methods, and conversations.

The ECP goes above and beyond the traditional early-career consortiums, as it connects the workshops within broader SAP events and fosters the development of a supportive community of scholars.

What: SAP Doctoral and Early Career Program (1-day)

Where: Annual Meeting of the Academy of Management in Seattle, 2022

When: Friday, August 5, 2022

Who: Doctoral students, post-docs, and junior faculty

Program: This year’s program will include three carefully chosen Professional Development Workshops (PDWs) to enhance participants’ SAP-related knowledge and provide opportunities for engaging similar minds. Additionally, the day will end with an exclusive Q&A session with this year’s patron Professor Linda Rouleau (HEC Montréal), followed by a seat at the official SAP Community Dinner. In this way, the day provides multiple opportunities for networking and professional development. (Please note that an application to the program requires the commitment to participate in all of the scheduled activities.)

This year’s program:

- Welcome by Patron (Professor Linda Rouleau)
- PDW on Qualitative Research Methods
- PDW on Academic Careers
- PDW on Research Impact
- Q&A with Patron
- Individual Virtual Mentoring Sessions (shortly before or after the AOM Meeting)
- Seat at AOM SAP Dinner



2020

SAP DOCTORAL AND EARLY CAREER PROGRAM: CALL FOR APPLICATIONS (II)

Application: The deadline for the application is June 15th, 2022. To apply, please send your application to <https://bit.ly/SAPECP2022> and include information about yourself, your career stage, your research project, and its fit with SAP (if applicable), including one paragraph explaining why you want to take part in the program. The space is limited to 20 participants.

Available Financial Support: The SAP IG can provide financial support to individuals experiencing circumstances of financial hardship and/or coming from under-represented groups within the AOM SAP community, including ECP scholars. For a limited number of eligible individuals, conference registration fees can be covered through the AOM conference waiver or SAP IG scholarship program. This year, we are also piloting a new travel award scheme offering additional financial support for travel related costs. If you want to learn more about our financial support options and see if you are eligible for any of the schemes, please contact our treasurer Carola Wolf (c.wolf@liverpool.ac.uk). Please also refer to further details on financial support options within this Newsletter (p. 13).



2019

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AOM 2022 PDW: RECONSIDERING TEMPLATE USE IN QUALITATIVE RESEARCH: WHERE DO WE GO FROM HERE AND HOW DO WE GET THERE

Organizers:

- Tine Koehler, U. of Melbourne
Email: tkoehler@unimelb.edu.au
- Anne D. Smith, U. of Tennessee, Knoxville
Email: asmith51@utk.edu
- Vikram Bhakoo, U. of Melbourne
Email: vbhakoo@unimelb.edu.au



A 2022 feature topic of Organizational Research Methods (ORM) explores and evaluates current trends in employing methodological templates in qualitative research. Köhler, Smith, and Bhakoo (2021, p. 2) define methodological templates as “systematic, simplified, and repeatable approaches to data collection, analysis, and interpretation that have become standardized and legitimized through enactment (i.e., repeated publication especially in top ranked journals) and normative pressures from key gatekeepers (e.g., reviewers, editors, instructors, or co-authors) to align with dominant epistemological and ontological trends.”

The eight papers included in the feature topic explore the origins and limitations of template use—such as the proliferation of template use through PhD training, constraints on methodological rigor and transparency, consequences for coding practices and theorizing from data—and offer new directions and alternatives for future research—such as suggestions regarding alternative epistemological frameworks, innovative research designs, underused research formats, and improved training.

The feature topic is set to meaningfully influence qualitative research practices to advance innovative theorizing. In the current PDW, the author teams of the eight papers will offer 15-minute masterclasses on how researchers can incorporate the suggestions derived from the papers into their own research. In doing so, the author teams go beyond the content of their respective papers, which focused on a thorough analysis of the challenges template use introduces in qualitative research. Rather, in their respective masterclasses, the author teams will offer actionable steps and alternatives to template use researchers at any stage of their career can apply to improve their own qualitative work.

Facilitators:

- Michael G. Pratt, Boston College
- Scott Sonenshein, Rice U.
- Martha S. Feldman, U. of California, Irvine
- Bill Harley, U. of Melbourne
- Joep Cornelissen, Erasmus U. Rotterdam
- Karen D. Locke, College of William and Mary
- Karen Golden-Biddle, Boston U.
- Michael Lerman, Iowa State U.
- Nick A. Mmbaga, Butler U.
- Anne D. Smith, U. of Tennessee, Knoxville
- Jane Kirsten Le, WHU - Otto Beisheim School of Management
- Torsten Schmid, U. of St. Gallen
- Sebnem Cilesiz, U. of Louisiana at Lafayette
- Tammar B. Zilber, Hebrew U. of Jerusalem
- Patrizia Zanoni, Hasselt U. & Utrecht U.
- Jacqueline Mees-Buss, U. Of Sydney
- Catherine Lynelle Welch, U. Of Sydney
- Rebecca Piekkari, Aalto U. School of Business

AOM 2022 PDW: WHO AM I, AND WHAT AM I DOING? CRAFTING A RESEARCH IDENTITY NARRATIVE FOR ACADEMIC CAREER TRANSITION

Organizers:

- Krista Pettit, Richard Ivey School of Business
Email: kpettit@ivey.uwo.ca
- Fannie Couture, U. of Sydney Business School
Email: fannie.couture@sydney.edu.au
- Renate Kratochvil, BI Norwegian Business School
Email: renate.kratochvil@bi.no
- Sophie Elizabeth Jané, Umeå School of Business, Economics, and Statistics
Email: sophie.jane@umu.se

Early career academics face many challenging transitions such as moving from industry to academia, from student to faculty, or from pre- to post-tenure. Research highlights how crafting an identity narrative can play an important role in overcoming challenges during critical career transitions (Ibarra & Lineback, 2005). This Professional Development Workshop (PDW) focuses on how doctoral students and early career scholars can effectively craft their research identity narrative. That is, the way in which people construct and communicate their “professional image and identity” (Ibarra, 1999, p. 764).

This PDW is designed to be part of the 2022 SAP Doctoral & Early Career Program and is tailored to PhD students and early career scholars (pre-tenure). However, the topic can be of interest to junior scholars from a wide range of interest groups.

The PDW is divided into three parts: (1) Keynote: Professor Herminia Ibarra, an expert in identity narratives, will provide participants with an exclusive pre-recorded presentation on how to craft an effective research narrative; (2) Panel: A panel comprised of six diverse scholars will share their experiences crafting their research identity narrative; (3) Roundtable discussion: Participants will be asked to prepare a 1-minute research identity narrative ‘pitch’ and attend a roundtable where they receive feedback from the panelists and fellow participants on their narrative. We will end the workshop with a Q&A and insights from the roundtable discussions.

Participation: To attend the second part of the PDW, please send a short response (no more than 250 words) to the following scenario:

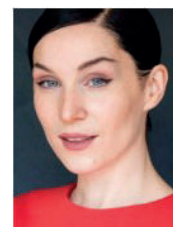
“You are at the AOM annual meeting and during a research event you are asked to provide a 1-minute verbal summary of you and your research interests. You want to stand out as there are several senior scholars in the room. Please write your 1-minute ‘pitch’.”

Please send your response to Krista Pettit (kpettit@ivey.ca). The first 60 responders will be registered. We will keep a waitlist in case of cancellations.

Speaker: Herminia Ibarra, London Business School

Panelists:

- David Oliver, U. Of Sydney
- Katharina Dittrich, Warwick Business School
- Tammar B. Zilber, Hebrew U. of Jerusalem
- Keimei Sugiyama, U. of Wisconsin Milwaukee
- Stephanie J. Creary, The Wharton School, U. of Pennsylvania
- Ravi S. Kudesia, Fox School of Business, Temple U.



AOM 2022 PDW: VIDEO METHODS IN ORGANIZATIONAL STUDIES

Organizers:

- Marlys K. Christianson, U. of Toronto
Email: marlys.christianson@rotman.utoronto.ca
- Philip Gylfe, Aalto U. School of Business
Email: philip.gylfe@aalto.fi
- Curtis LeBaron, Brigham Young U.
Email: lebaron@byu.edu



Management scholars have increased their use of video as a research tool in organizational studies. It helps them to see, understand, codify, and make sense of the strategizing process. Video methods uncover the micro-interactions of organizational actors and allow insights into actors' implicit practices that emerge in their moment-to-moment exchanges. Consistent with the interests of many divisions of AOM, video makes explicit the links between micro-dynamics and broader organizational outcomes.

This PDW is timely – the newly online world of social distancing in the pandemic has switched many in-person interactions to video-based ones, thus increasing the need and opportunity to study video. This PDW affords an opportunity to revisit the recent progress scholars have made using video-based research. The PDW welcomes both newcomers to video methods and those who have past experience using video.

Our session will highlight the benefits and challenges of video methods and create an opportunity for discussion between participants and facilitators around how scholars might use video methods to advance their research. We aspire to co-create good research practices and build a community of engaged scholars.

Facilitators:

- Zhike Lei, Pepperdine U.
- Feng Liu, Saint Mary's U., Canada
- Sotirios Paroutis, Warwick Business School
- Matthias Wenzel, Leuphana U. Lüneburg

AOM 2022 PDW: WHAT'S YOUR THEORY OF IMPACT? INSTITUTIONAL CONTEXT AND ENGAGEMENT WITH BUSINESS & SOCIAL LEADERS

Organizer:

- Theodore L. Hill, Fox School of Business, Temple U.
Email: tl.hill@temple.edu



“Creating a Better World Together” challenges business researchers to work closely with industry and social sector leaders to translate research insights into action. Translation can occur before the fact, while framing the research question, and/or after the fact, as an effort to communicate in plain language with business, social sector and governmental leaders with the power to implement new ideas (Shapiro, Kirkman & Courtney, 2007). In any case, the effective translation of research requires close engagement with the end users of the research insights. It also requires engagement with the institutional context of research: The documentation of the impact of business research has become an increasingly important part of accreditation and funding discussions worldwide, has been partially institutionalized through industry research centers in Europe and elsewhere, and has been fully institutionalized in Australia and the United Kingdom. But research faculty have little training or experience in engaging business, public and social sector leaders in the research process; practitioner scholars struggle to make sense of the expectations of academic research; and all are puzzled by the changing institutional context of business research.

This PDW tackles several pieces of the engagement puzzle. Through a brief panel and longer facilitated discussion and workshop sessions, participants will 1) explore the institutional context of impact in which they operate; 2) articulate a theory and logic of impact that connects research activity to impact through engagement with business, public and social sector leaders; and 3) reflect on the opportunities, challenges and trade-offs involved in such engagement.

Please think in advance about the impact you would like to see from a current or recent research project.

Questions? tl.hill@temple.edu

Facilitators:

- Jonathan P. Doh, Villanova U.
- Theodore L. Hill, Fox School of Business, Temple U.
- Olga Kokshagina, EDHEC Business School
- Anne-Laure Mention, RMIT U.
- Krsto Pandza, U. of Leeds
- David Phipps, York U.
- Kathryn Watson, Senior research fellow

SNEAK PREVIEW: SOME OF THE PLANNED COMMUNITY BUILDING ACTIVITIES IN SEATTLE

Experience one of Seattle's trendiest breakfast spots - the Bacco Café.

Join your hosts Krista and Mahesh for the SAP Meet and Greet Breakfast from 7:30 – 9:30am on Sunday, Aug 7th.

We have a few surprises in store to make the early start worth your while!!

Looking forward to sharing coffee (after all Coffee = Seattle) and conversation with all of you.



SAP Interest Group Annual Dinner - Join us in making new memories!

David Oliver (Secretary) & Christina Wawarta (Rep-at-Large)

Friday Dinner

Date: August 5th, 5-6pm Cocktail hour, 6 to 9pm Dinner

Location: Cutters Crabhouse, 2001 Western Avenue, Seattle, WA 98121



The annual **Friday Dinner** of the SAP Interest Group is a well **established tradition since 2011**. During the past years new research projects were ideated, friendships were forged, and new scholars introduced to our welcoming and engaged community on this wonderful occasion.

Hence, we are very pleased to be able to bring the Friday Dinner back in Seattle after two years of a forced COVID break.

We reserved the splendid **Bayroom at Cutters Crabhouse**, well known for his excellent seafood and spectacular panoramic views of the Elliot Bay waterfront.

We kick it off with an **aperitif** from 5-6pm before enjoying a delicious **3 course menu**. If you are interested, register fast in the AOM system as spaces are limited and usually go quickly.



Facts & Figures:

- Registration via the AOM system - **Session ID 18335**
- **Capacity for 30 SAP participants** in addition to **20 Early Career Scholars**
- Seats are limited and allocated on a **"first-come, first-served"** basis



FINANCIAL SUPPORT AVAILABLE FOR THE 82ND ANNUAL MEETING OF THE ACADEMY OF MANAGEMENT IN SEATTLE/USA

We are excited that AOM 2022 will take place in a hybrid format including an in-person program in Seattle.

We acknowledge that conference attendance and in particular returning to physical travel may come with financial challenges. Therefore, we offer a number of financial instruments to support members of the AOM SAP community that would otherwise not be able to participate in the conference.

The SAP IG is offering **support with conference registration fees** through the conference waiver and scholarship program (available for virtual and in-person attendance) for individuals experiencing circumstances of financial hardship and/or coming from under-represented groups within the AOM SAP community (for example, under-represented geographical regions or in terms of career stage such as early career and PhD scholars).

In addition, we are also piloting a new **travel award scheme** this year offering further financial support for travel related costs of attending AOM in-person to a limited number of eligible individuals. Travel awards are intended to make a contribution towards travel related expenses such as airfare and accommodation and are limited to a max. amount of \$500 (in addition to registration fee waivers or scholarships).

You are invited to apply to the scheme if you meet the following **criteria**:

- Are a current or prospective member of the SAP IG
- Plan to attend the Annual Meeting in Seattle in-person
- Are an active participant in the conference program, e.g. as (co-)author of an accepted paper or symposium within the SAP program, organizing/facilitating a SAP PDW, or as participant of our Early Career and PhD (ECP) program
- Experience financial barriers that would otherwise not allow to attend AOM, e.g. university funding cuts due to the Covid pandemic
- Belong to an under-represented group, e.g. in terms of geographical region or career stage, such as early career and PhD scholars (not compulsory)

For further inquiries and to request financial support, please contact our treasurer Carola Wolf (c.wolf@liverpool.ac.uk) no later than **June 15, 2022**.

**WE WOULD LIKE TO THANK ALL SPONSORS THAT
HAVE ALREADY ANNOUNCED THEIR SUPPORT
FOR SAP AT THIS YEAR'S ANNUAL MEETING IN
SEATTLE!**



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If your institution is interested in joining our group of sponsors, please contact our treasurer Carola Wolf (c.wolf@liverpool.ac.uk) for all inquiries.

SAP IG ELECTIONS 2022 (I)

Thanks for your votes on our new leadership team. Below we have listed all candidates. We are very excited to inform you about the results in the next newsletter!

[Vote Now!](#)

Candidates for SAP PDW Chair



Krista Pettit

I believe building bridges is the primary function of the PDW Chair role. PDWs foster human connections between early career scholars and provide opportunities to engage with more established scholars both formally and informally. PDWs are gateways to explore research topics and link those mutually interested. Finally, through joint sponsorship PDWs connect SAP researchers to other interest groups and foster mutually beneficial relationships. Through the PDW Chair role, I am eager to deepen my commitment to the SAP community by continuing to build all of these bridges.

I am currently an Assistant Professor in Strategy and General Management at the Ivey Business School in London, Canada. I conduct research on how the everyday work of humans in organizations shapes the 'doing' of strategy with a specific focus on understanding strategic change. I stumbled across the SAP community while searching for a bridge to connect my dissertation data to strategic action and the rest is history!

I've relied on the SAP community for feedback, support and professional opportunities. Previously, I've participated in and co-organized the SAP Doctoral and Early Career Program at AOM and SAP sponsored PDWs including one this year on crafting your research identity. I am excited to continue the bridge building efforts of those before me so others can benefit from their work.



Matthias Wenzel

Matthias Wenzel is Professor of Organization Studies at the Leuphana University of Lüneburg, member of the Strategy Committee of the AOM SAP IG, Coeditor for Media Innovations of the Strategic Management Journal, Strategic Entrepreneurship Journal and Global Strategy Journal, and Program Chair of the SMS Strategy Practice IG. His work has been published in journals such as the Journal of Management Inquiry, Long Range Planning, Organization Studies, Organizational Behavior and Human Decision Processes, Strategic Management Journal, and Strategic Organization.

Before his current roles at the SAP IG and beyond, Matthias has been the SAP IG's Social Media Chair as well as Associate Program Chair of the SMS Strategy Practice IG, where he coordinated the IG's workshop and panel program. Matthias is eager to stand for the PDW Chair position because he would be able to bring in both his passion for the SAP IG and his leadership expertise, among others, in creating an exciting workshop program.

SAP IG ELECTIONS 2022 (II)

Candidates for SAP Representatives-at-Large



Carola Wolf

Carola is a Senior Lecturer (Associate Professor) at the University of Liverpool. Her research applies a sociological perspective on strategy processes and practices. She has a particular interest in the strategy work of middle managers, including managerial and professional careers. Her work has been published in outlets including the Journal of Management, Journal of Management Studies, Human Relations and Business History Review. For the past 6 years, Carola served as treasurer for the SAP IG and helped the interest group to implement a sustainable sponsoring strategy and secure financial resources to support the ongoing development and growth of the interest group. Carola would like to refocus her energy in the role of Rep-at-Large with a bundle of ideas and inspirations around developing support initiatives for our mid-career scholars to complement the IG's excellent developmental support of early career and PhD students.



Georg Reischauer

Georg Reischauer is an Assistant Professor and the Head of the Energy and Strategy Think Tank at WU Vienna University of Economics and Business. He is also a Fellow at Johannes Kepler University Linz. His research focuses on the nexus of digital strategy, digital organization, and digital sustainability.

Georg has been an active member of the SAP community at the AOM for several years. In his current role as SAP Social Media Chair, Georg coordinates and implements several initiatives to better connect and inform SAP scholars around the globe. Georg also regularly contributed to SAP AOM programs by organizing multiple PDWs and symposia that also received AOM's Showcase Symposium Award. Outside the AOM, Georg organized multiple SAP Community Days and sub-themes at European Group for Organizational Studies (EGOS) colloquia on topics that are at the heart of the SAP community.

As Representative-at-Large, Georg will pursue his passion to build and extent a vibrant community of SAP scholars in the digital space and at AOM Meetings.



Kathrin Sele

I am an Academy of Finland Research Fellow at Aalto University. As an ethnographer, I study the role routines play in organizational processes such as innovation, strategizing, or grand challenges from an actor-network theory perspective. My work has been published in outlets such as Organization Science, European Management Review and the Cambridge HB of Routine Dynamics. Over the years, I have been a regular contributor to the AOM SAP IG program as a symposium organizer and PDW discussant and received the 2019 Pushing the Boundary Award for my research on 'experimentation as practice'. Beyond AOM, I am a member of the Routines.Research.Community and of the Ethnography Atelier initiative. I would be happy to serve the SAP community as a representative-at-large. My aim is to engage in community building within the IG, launch initiatives to strengthen the positioning of practice-based approaches in other AOM divisions and to support early career researchers interested in SAP-related topics.

SAP IG'S ELECTIONS 2022 (III)



Peter Smith

Peter became interested in strategy-as-practice in late 2002 when he came across an early conference paper by Paula Jarzabkowski. That EURAM paper (of the same year) entitled "Strategy as practice: Recursiveness, adaptation and strategic practices in use" led to an email exchange with Paula, leaving Peter with a strong sense that 'practice' was his home. The result was his PhD thesis "Strategizing in Professional Service Firms". Since then, Peter has been a regular attendee at SAP conferences, workshops, and meetings.

His passion for SAP has seen Peter run a number of SAP events at the University of Auckland, as well as hosting many SAP scholars including Richard Whittington and Paula Jarzabkowski. He also ran one of the first ANZAM streams on SAP (together with Paul Jarzabkowski).

Peter has been a lecturer at The University of Auckland since 1997 where he brings a practice lens to bear on a range of strategic issues including the internationalisation of professional service firms, innovation, award-giving, and roadmapping. Peter's current research interests revolve around how the people involved in Digital Autonomous Organisations (DAOs) create communities and ecosystems, and the nature of open strategising that takes place in such novel organisations.

Besides being a keen researcher, Peter is also an enthusiastic teacher and has been the recipient of several University of Auckland Teaching Excellence awards for Innovation in Teaching, and for Curriculum Design.

Having benefited from being part of the SAP IG community of scholars, Peter now wants to "give back" by supporting the membership and the IG committee by being a Representative at Large.

Treasurer



Mustafa Kavas

Dr Mustafa Kavas is currently a Lecturer in Strategic Management at Sheffield University Management School (SUMS). Prior to joining SUMS, he worked as a Postdoctoral Research Fellow with a team led by Professor Paula Jarzabkowski at Bayes Business School (formerly Cass), City, University of London.

He received his PhD in Management from Bayes Business School (formerly Cass) in 2019, where he was awarded the Bayes Business School Scholarship. His PhD research focuses on the dynamics of spirituality and strategy practices within family firms. His PhD thesis was shortlisted for the Grigor McClelland Doctoral Dissertation Award in 2020. His research has been published in various outlets, including the Journal of Business Ethics, Organization Theory, and AOM Proceedings.

He has been a member of the AOM since 2014 and serving as an ad hoc reviewer for several journals and conferences, including the British Journal of Management, the Journal of Business Ethics, Strategic Organization, and the AOM Annual Conference. He won the Best Reviewer Award from the SAP Interest Group at AOM 2015. During his PhD, he also worked as a Bibliography Coordinator for the SAP-IN website.

WANT TO WATCH THE HIGHLIGHTS FROM AOM 2021 AGAIN AND AGAIN?

The SAP Fairy Tale

Link: https://www.youtube.com/watch?v=bvVjKvvs6s&list=PL_xVw8u9u4l5Qh-65UozNKTbbvYpDz8O2&index=7



SAP Distinguished Keynote

Link: https://www.youtube.com/watch?v=uiw215es8VU&list=PL_xVw8u9u4l5Qh-65UozNKTbbvYpDz8O2&index=6

Distinguished Keynote Speakers: Julia Balogun, David Seidl and Richard Whittington



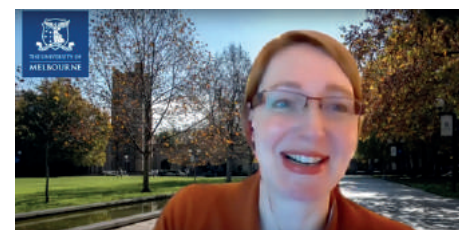
SAP Symposium „Digital Strategizing for Grand Challenges“

Link: https://www.youtube.com/watch?v=pBagvPWV-RU&list=PL_xVw8u9u4l5Qh-65UozNKTbbvYpDz8O2&index=4



SAP PDW „Qualitative Analysis Boot Camp VI: Coding Traditions and Practices“

Link: https://www.youtube.com/watch?v=NF-PYULR7v0&list=PL_xVw8u9u4l5Qh-65UozNKTbbvYpDz8O2&index=2



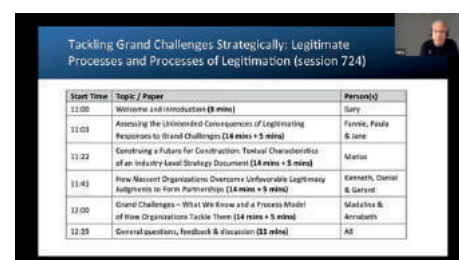
SAP PDW „Bringing the Strategist Back to Practice“

Link: https://www.youtube.com/watch?v=TXF_HTCBB7l&list=PL_xVw8u9u4l5Qh-65UozNKTbbvYpDz8O2&index=3



SAP Paper Session „Tackling Grand Challenges Strategically“

Link: https://www.youtube.com/watch?v=erm9eAAkgC4&list=PL_xVw8u9u4l5Qh-65UozNKTbbvYpDz8O2&index=5



SAP COMMUNITY DAY 2022 AT EGOS: STRATEGIZING FOR SUSTAINABILITY

Yanis Hamdali, Georg Reischauer, Lorenzo Skade, Monique Steijger-Storm

Meet your community at the 2022 Strategy-as-Practice (SAP) Community Day. This year we meet again **in person on July 6th**, prior to the main EGOS colloquium in Vienna for interactive sessions and workshops to catch up with recent conversations in the SAP field and to develop your own work with leading SAP scholars.

As in previous years, the SAP Community Day 2022 consists of two parts:

Part 1 is all about “**Strategizing for Sustainability**” and is split into two parts. We start with a panel of senior scholars, who will reflect on their perspectives on strategizing for sustainability, followed by an interactive panel discussion. Each panelist will then host a roundtable where participants will gain deeper insights and enter conversations about how to strategize for sustainability.

Part 2 features a paper development roundtable session where participants discuss their current research with leading SAP scholars. Participants will briefly present core ideas and current issues they are facing. Roundtable hosts will offer feedback and invite discussions among roundtable participants.

Our distinguished panelists and facilitators this year include:

Fleur Deken, Giuseppe Delmestri, Thomas Gegenhuber, Paula Jarzabkowski, Jane Lê, Julia Rapp-Hautz, Madeleine Rauch, Birgit Renzl, Emmanuelle Reuter, Elke Schüßler, Garima Scharma and Hannah Trittin

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The application deadline is **April 30, 2022**. Please find further information including application details at www.bit.ly/SAPCD22.



SAP Community Day 2019



SAP Community Day 2021

CALL FOR PAPERS: SPECIAL ISSUE OF MANAGEMENT COMMUNICATION QUARTERLY

Matthias Wenzel



Special Issue of Management Communication Quarterly
CSR Communication in an Age of Digitalization and Polarization

The focus of this special issue is to bring together research on how organizations address sustainability/responsibility issues strategically via CSR communication in today's globally accessible and dynamic communication environments, especially in increasingly polarized societal discourses via digital media.

The Special Issue has close thematic links to the [6th International CSR Communication Conference](#) that will take place September 14-16, 2022 at Leuphana University of Lüneburg, Germany. Like the conference, the special issue will be focused on how organizations can address sustainability/responsibility issues via CSR communication in today's digital and dynamic communication environments that tend to be increasingly shaped by disinformation and polarization.

The deadline for full paper submissions is **December 15, 2022**.
See the full Call for Papers [here](#).

Please note that participation in the conference is not required to submit to the MCQ Special Issue.



RECENT SAP PUBLICATIONS

[From germination to propagation: Two decades of Strategy-as-Practice research and potential future directions](#)

Autors: Jarzabkowski, P., Seidl, D. & Balogun, J.

Journal: Human Relations

Abstract: Over the last two decades, Strategy as Practice (SAP) has developed from an embryonic, fringe perspective on strategy to a consolidated field of strategy research. The 2007 special issue of Human Relations on ‘Strategizing: The challenges of a practice perspective’ played a pivotal role in bringing this field to fruition. Reflecting on the broad SAP aim to ‘let a thousand flowers bloom’, we employ a plant-based metaphor, to distinguish three phases in the development of SAP, each associated with different types of agenda work. In an initial Germination Phase, scholars did agenda-seeking work of establishing new concepts and differentiating SAP from other fields of strategy research. A Blossoming Phase of agenda-setting work followed, establishing a community of scholars and articles that identified as SAP, and establishing and defending the boundaries of the new field. As the field became established, it entered a Harvesting Phase, characterized by agenda-confirming work of using SAP lenses to explain core strategy and organization. Based on these reflections, and considering the many public critiques of SAP, we note that the field appears to be in transition to a new Propagating Phase that offers exciting potential to cross-pollinate within the SAP field and across other areas.



RECENT SAP-RELATED PUBLICATIONS

[Understanding Communities of Practice: Taking Stock and Moving Forward](#)

Autors: Davide Nicolini, D., Pyrko, I., Omidvar, O. & Spane, A.

Journal: Academy of Management Annals

Abstract: This paper provides a comprehensive, integrative conceptual review of work on communities of practice (CoPs), defined broadly as groups of people bound together by a common activity, shared expertise, a passion for a joint enterprise, and a desire to learn or improve their practice. We identify three divergent views on the intended purposes and expected effects of CoPs: as mechanisms for fostering learning and knowledge-sharing, as sources of innovation, and as mechanisms to defend interests and perpetuate control over expertise domains. We use these different lenses to make sense of the ways CoPs are conceptualized and to review scholarly work on this topic. We argue that current debate on the future of work and new methodological developments are challenging the received wisdom on CoPs and offer research opportunities and new conceptual combinations. We argue also that the interaction between the lenses and between CoP theory and adjacent literatures might result in new theory and conceptualizations.

[Open Theorizing in Management and Organization Studies](#)

Autors: Leone, P. V., Saku Mantere, S. & Faraj, S.

Journal: Academy of Management Review

Abstract: We explore how open theorizing contributes to theory development within and across scholarly communities in management and organization studies. Open science precepts such as open data and open research material can foster open theorizing, enabling loosely coordinated researchers to develop theoretical explanations by drawing on one another's data sets, code scripts, notes, methodological protocols, auxiliary findings, and supplemental documentation. In social scientific, theory-intensive fields, such as management and organization studies, open theorizing processes can also occur through sharing concepts, framings, theoretical relations, and case examples, as well as through research policies and debates about values. By enacting the social epistemological principles of free criticism and diversity, these processes significantly affect theoretical vocabularies, promoting their concentration, extension, reinvigoration, and procreation. We examine how open theorizing can benefit or hinder theory development, and we discuss the collective action problems that may hamper its adoption.

[Refining the Ethics of Leadership-as-Practice: A Counter-Case Analysis](#)

Autor: Raelin, J. A.

Journal: Business and Professional Ethics Journal

Abstract: The field of leadership-as-practice (L-A-P) is beginning to mature as a theory of leadership in direct opposition to standard leadership, which views the individual as the mainstay of leadership experience. Nor does it focus on the dyadic relationship between leaders and followers, which historically has been the starting point for any discussion of leadership. Rather, it is concerned with how leadership emerges and unfolds through day-to-day experience. In this ongoing and evolving activity, questions of ethics arise which challenge what appears to be a flat ontology circumscribing its ethical applications. Using a case analysis, which according to the author takes significant liberties with some of the fundamental ethical principles and practices of L-A-P, this essay seeks to refine and delineate what constitutes business ethics from a leadership-as-practice perspective.

SAP AROUND THE GLOBE: THE STRATEGY-AS-PRACTICE GROUP IN AUSTRIA

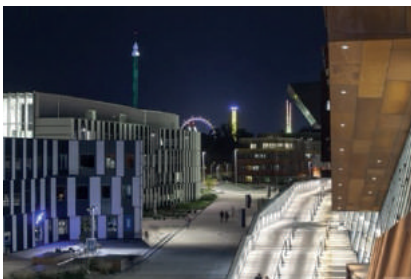
Milena Leybold

In a small country in Central Europe there live seven people who are united by their interest in practice and process perspectives on strategizing and organizing. The country has almost nine million inhabitants and 22 public universities. It is also rich in nature and known for its amazing mountain sites, making it a beloved destination for many tourists (and academics). Besides having the opportunity to enjoy a high standard of living, academics interested in practice and process perspectives can connect with communities in adjacent fields, such as organization studies. For instance, in July 2022 the country's capital Vienna welcomes one of the largest conferences in the field of organization studies, the European Group for Organizational Studies (EGOS) Colloquium.

The country in question is Austria, and the seven people* that were referred to are Fabio Damm (Johannes Kepler University Linz) Leonhard Dobusch (Leopold-Franzens University Innsbruck), Thomas Gegenhuber (Johannes Kepler University Linz), Julia Hautz (Leopold-Franzens University Innsbruck), Waldemar Kremser (Johannes Kepler University Linz), Milena Leybold (University of Innsbruck), and Georg Reischauer (WU Vienna University of Economics and Business). Despite not being affiliated with the same universities, the projects by members of this group are concerned with strategizing and organizing in the digital age, covering topics such as open strategy, digital processes, transparency, and online communities. Several of these scholars use both established and new qualitative methods and also quantitative approaches. Despite the close proximity and partly having co-authored papers, the group has not yet established a fixed meeting routine. This needs to change soon!



Left to right: Leonhard Dobusch, Milena Leybold, Julia Hautz, Georg Reischauer, Thomas Gegenhuber. Missing: Waldemar Kremser



Left to right: WU Vienna University of Economics and Business, Johannes Kepler University Linz, Leopold-Franzens University Innsbruck

*In case you live in Austria and feel affiliated with the SAP IG, please contact
milena.leybold@uibk.ac.at.



Strategizing Activities & Practices

Outgoing IG Chair: Virpi Sorsa — Aalto University (virpi.i.sorsa@aalto.fi)

IG Chair: Katharina Dittrich — Warwick Business School (Katharina.Dittrich@wbs.ac.uk)

IG Chair Elect: Leonhard Dobusch — University of Innsbruck (Leonhard.Dobusch@uibk.ac.at)

Program Chair: Eric Knight — Macquarie Business School (eric.knight@mq.edu.au)

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