



## STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

### SUMMER 2022 NEWSLETTER

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Dear SAP Members and Friends,

This year is another special one for all of us, as we embark on our journey towards our **first hybrid AOM Meeting**. We very much look forward to you joining us!

Our Executive Committee and many volunteers are working to organize a fantastic array of SAP scholarship and activities that will make this hybrid AOM as memorable as always for all involved. Thus, from page 3 onward, you can check out the SAP IG program. Besides our traditional events, such as the **SAP Doctoral and Early Career Program**, this year's **keynote by Prof. Martha Feldman** (p. 13), and our **symposia** (pp. 5-8), **and PDWs** (pp. 9-12), it also includes some successful social formats, such as the **joint SAP dinner** (p. 16), **onsite breakfast meeting** (p. 14), and **the SAP Social** (p. 17), that allow you to informally connect with other SAP scholars. We hope that you like the program that we have set up for you and would like to thank you for your support to our first-ever hybrid SAP program!

You might also be interested in who is leading our SAP IG in the upcoming years. On page 20-21, you will find the **winners of this year's election** – thank you for your votes and welcome to the new leaders of our SAP family! We are very proud to also share with you our **recent SAP and SAP-related publications** on page 24-25 and various other **recent and upcoming SAP-related activities and initiatives** that might be of interest to you (from p. 22 on).

We hope you enjoy this edition of our newsletter and we look forward to seeing and meeting all of you – either in-person or virtually – at the upcoming conference!

Best wishes,

Tania Weinfurtner, Membership Chair  
([tania.weinfurtner@business.uzh.ch](mailto:tania.weinfurtner@business.uzh.ch))

And

Lorenzo Skade, Deputy Membership Chair  
([skade@europa-uni.de](mailto:skade@europa-uni.de))

# AOM 2022 – IMPORTANT INFORMATION FOR PARTICIPANTS

## Annual Meeting Platforms

The 2022 Annual Meeting of the Academy of Management will take place on-site in Seattle, WA, USA and virtually on the Annual Meeting platform. **Pathable** is the online virtual meeting platform where the program, session details, and session materials can be viewed and where virtual sessions, hybrid sessions, and virtual networking will occur.

**ProjectionNet** is a presentation management system that will provide technical assistance to Annual Meeting contributors as they upload videos and supplemental materials for all session types and prepare for virtual presentations. ProjectionNet will manage quality control and submit all contributions directly to Pathable.

## Types of Annual Meeting Sessions

1. **In-Person Only** - Only for in-person attendees on-site in Seattle.
2. **Hybrid View** - Zoom "Webinar" style - Sessions taking place in Seattle are live-streamed to the virtual meeting platform for virtual attendees to **watch/view** the live session. There is no interaction between face-to-face, in-person attendees in Seattle and virtual attendees.
3. **Hybrid Interactive** - Zoom "Meeting" style - Sessions taking place in Seattle are live-streamed to the virtual meeting platform so virtual attendees can **interact** with in-person, on-site attendees in Seattle. Live-streamed interactive sessions may include virtual presenters.
4. **Virtual-Only Sessions** - Virtual-only sessions occur at **specific, scheduled times** with the presentations taking place live. Sessions are attended using Zoom's embedded video-conferencing platform from the virtual meeting platform. Attendees can use the text chat feature in Zoom for discussion during a session and can use the real-time chat feature within each session on the virtual meeting platform to participate in polls and Q&As with presenters. These sessions do not take place in Seattle - they are hosted on the virtual meeting platform only. There are two types of these Virtual-only sessions:
  - Zoom "Webinar Style" sessions feature the presenter(s)/panelist(s) on video or sharing content like slides and screens with the session's attendees. Zoom's chat feature can be used during the session for questions and discussion.
  - Zoom "Meeting Style" sessions include both the presenter(s)/panelist(s) and all session attendees on video. Content screens and slides can be shared by attendees with the organizer's approval. Attendees can use the "hand raise" function to ask questions and provide comments. Session organizers may set up breakout rooms for smaller group discussions with presenters and attendees.

For detailed information and instructions on how to prepare for your session, please visit <https://aom.org/events/annual-meeting/presenting>.

# SAP AOM PROGRAM 2022

## Synchronous Sessions (All times refer to Pacific Daylight Time)

Day	Time (EDT)	#	Session Title	Type
Fri	08:00 - 09:00am	19704	Strategizing Activities and Practices Early-Career Program: Welcome & Introduction with Linda Rouleau	Meeting
	09:00 - 12:00am	13088	Reconsidering Template Use in Qualitative Research: Where Do We Go From Here and How Do We Get There?	PDW
	01:00 - 03:00pm	10117	Who am I, and What am I Doing? Crafting a Research Identity Narrative for Academic Career Transition	PDW
	03:30 - 04:30pm	14812	What's Your Theory of Impact? Institutional Context and Engagement with Business & Social Leaders	PDW
	05:00 - 06:00pm	19705	Strategizing Activities and Practices Early-Career Program: Reception with Patron Linda Rouleau	Meeting
	05:00 - 09:00pm	18335	Strategizing Activities and Practices Interest Group Annual Dinner 2022	Social Event
Sat	07:30- 08:30am	18531	Strategizing Activities and Practices Interest Group Virtual Café Saturday 6th August 2022	Social Event
	09:00- 11:00am	11801	Video Methods In Organizational Studies	PDW
Sun	07:30- 09:00am	18338	Strategizing Activities and Practices Interest Group Breakfast	Social Event
Mon	08:00- 09:00pm	18340	Strategizing Activities and Practices IG Business Meeting 2022	Social Event
	09:00- 10:30pm	12536	Strategy Practice in Novel Organizational Contexts	Paper Session
	11:00- 12:30pm	18533	Practicing Impact and Impacting Practice? Creating Impact Trough Practice-Based Scholarship	Symposium
	12:30- 02:00pm	18529	Strategic Change, Materiality, and Innovation Processes	Paper Session
	02:00- 03:30pm	18530	Strategic Decision Making	Paper Session

# SAP AOM PROGRAM 2022 ... CONTINUED

## Synchronous Sessions (All times refer to Pacific Daylight Time)

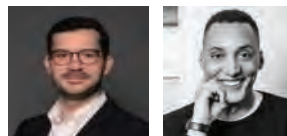
Day	Time (EDT)	#	Session Title	Type
Mon	03:30 - 05:00pm	10393	Practicing Strategy and Entrepreneurship: Two Sides of the Same Coin?	Symposium
	04:30- 6:00pm	18339	Strategy and Practice Interest Group Annual Keynote 2022	Social Event
	07:00 - 09:00pm	18341	Strategy and Practice Interest Group Social 2022	Social Event
Tue	08:00 - 09:30am	18528	Managing Strategic Tensions for a Better World	Paper Session
	09:30 - 11:00am	18532	Strategists Creating a Better World	Paper Session
	11:00 - 12:30am	12536	Practice Perspectives on Grand Challenges: Insights from SAP and Routine Dynamics Research	Symposium
	12:30- 02:00pm	18533	Strategy Sensemaking and Meaning Making	Paper Session
	12:30- 02:00pm	18534	Theorizing Strategy as Practice in New Ways	Paper Session
	12:45- 02:00pm	18338	Joint SAP OMT Café: SDGs, Sustainability and Grand Challenges	Social Event
	02:00- 03:30pm	16199	Advancing Research on Capability Development and Reconfiguration	Symposium

# PANEL SYMPOSIUM: PRACTICING IMPACT AND IMPACTING PRACTICE? CREATING IMPACT THROUGH PRACTICE-BASED SCHOLARSHIP

Live session. **Monday, August 8, 11:00 am – 12:30 pm (PT)**  
Sheraton Grand Seattle, Boren

## ORGANIZERS

**Yanis Hamdali**, European University Viadrina  
**Lorenzo Skade**, European University Viadrina



This Panel Symposium will provide an inclusive space to address the challenge of creating impact through practice-based scholarship. It will bring together distinguished senior scholars from different AOM DIGs who reflect upon the role and relevance of impact in practice-based research.

Our panelists will share their insights and knowledge by elaborating on (1) ways of creating impactful scholarship through practice-based research, and (2) opportunities of impactful engagement. Accordingly, this cross-divisional Panel Symposium strives to bring together interested attendees of the Academy's Annual Meeting to jointly reflect on the impact we can create through and beyond practice-based research communities.

This **in-person event** will be split into three parts:

- Part one will feature short presentations with insights and knowledge from distinguished senior scholars on how to create impact through practice-based research and how to engage with the public and academic discourse.
- Part two will reflect on these during a panel discussion facilitated by the discussant, who will provide further discussion points and provocations.
- In Part three, the discussion will be opened to the audience, which allows for attendees to engage with experienced scholars of the panel.

No application is required to participate in this Panel Symposium.

## PANELISTS (in alphabetical order)

**Paula Jarzabkowski**, City U. London  
& U. of Queensland  
**Juliane Reinecke**, King's College London  
**Eero Vaara**, University of Oxford  
**Charlene Zietsma**, Pennsylvania State U.



## DISCUSSANT

**Davide Nicolini**, University of Warwick



# PANEL SYMPOSIUM: “PRACTISING STRATEGY AND ENTREPRENEURSHIP: TWO SIDES OF THE SAME COIN?”

Panel Symposium. **Monday, August 8, 03:30 pm – 05:00 pm (PT)**  
Virtual Live Session

## ORGANIZERS

**Neil Aaron Thompson**, Vrije Universiteit Amsterdam  
**Sara R. S. T. A. Elias**, University of Victoria  
**Anna Jenkins**, The University of Queensland  
**Paul Spee**, The University of Queensland



Contemporary strategy and entrepreneurship research are typically seen as occupying distinct domains. Yet, the distinction between distinct domains blurs when considering the premise and promise of adopting practice theory to investigate what and how practices underpin and explain taken-for-granted and yet consequential actions of strategizing and entrepreneuring. This Symposium explores the intersection of the two by linking the strategizing of entrepreneurship with the entrepreneuring of strategy. The symposium discusses the potential of practice theory to examine how strategizing practices may be critical to the formation and scale up of entrepreneurial firms, and also how even large or stable firms may show entrepreneuring practices in their quests to keep their strategies relevant. We invite leading scholars in both fields to put their point of view, engage in a dialogue, and/or reflect upon the pros and cons of a joint or separate trajectory for strategy-as-practice and entrepreneurship-as-practice over time.

## PANELISTS (in alphabetical order)

**Joep Cornelissen**, RSM and University of Liverpool  
**Dimo Dimov**, University of Bath  
**Melissa Graebner**, University of Illinois at Urbana-Champaign  
**Paula Jarzabkowski**, The University of Queensland & City, University of London  
**Chris Steyaert**, University of St Gallen



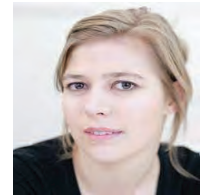


# PRACTICE PERSPECTIVES ON GRAND CHALLENGES: INSIGHTS FROM STRATEGIZING ACTIVITIES AND PRACTICES & ROUTINE DYNAMICS

Hybrid interactive session. **Tuesday, August 9, 11:00 am – 12:30 pm (PT)**  
Seattle Convention Center, Room 210

## ORGANIZERS (in alphabetical order)

**Anja Danner-Schröder**, TU Kaiserslautern  
**Christian A. Mahringer**, Heidelberg Academy  
of Sciences and Humanities  
**Kathrin Sele**, Aalto University



The symposium discusses the value of practice theory in understanding and tackling grand challenges. It engages Martha Feldman and Brian Pentland as leading scholars from 'Routine Dynamics' research as well as Paula Jarzabkowski and Linda Rouleau as leading scholars from research on 'Strategizing Activities and Practices' to unpack the possible contributions that those two scientific communities can provide in the context of grand challenges. Subsequently, Kathleen Sutcliffe and Joel Gehman critically reflect on the value and drawbacks of practice theory in studying grand challenges.

The symposium intends to stimulate research which applies practice theory to grand challenges.

No application is required for this Panel Symposium.

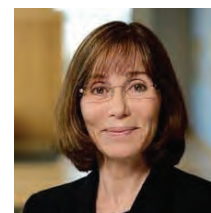
## PANELISTS (in alphabetical order)

**Matha S. Feldman**,  
University of California, Irvine  
**Paula Jarzabkowski**,  
University of Queensland  
**Brian T. Pentland**,  
Michigan State University  
**Linda Rouleau**, HEC Montreal



## DISCUSSANTS (in alphabetical order)

**Joel Gehman**, George Washington University  
**Kathleen M. Sutcliffe**, Johns Hopkins University



# AOM 2022 – PRESENTER SYMPOSIUM CAPABILITY DEVELOPMENT AND RECONFIGURATION

LIVE Session. **Tuesday, August 9, 02:00 pm – 03:30 pm (PT)**  
Sheraton Grand Seattle, Madrona (2nd Floor)

## ORGANIZERS (in alphabetical order)

**Wolfgang Güttel**, Vienna University of Technology  
**Arne Keller**, Vienna University of Technology  
& Johannes Kepler University Linz  
**Stefan Konlechner**, Vienna University of Technology



## DISCUSSANTS (in alphabetical order)

**Erwin Danneels**, University of South Florida  
**Dovev Lavie**, Bocconi University



“Sustaining and renewing competitive advantage in a changing world requires the continuous development and extensions of existing resources and capabilities, and the nurturing of new ones. So, what’s the big deal? How difficult can this be? The short answer is ‘very difficult.’” (Robert Grant, 2010: p. 151)

While the strategic significance of firm capabilities is uncontested, we still have an incomplete understanding how they emerge, develop, and change over time. It is the aim of this symposium to push the discussion and advance the theoretical understanding in this realm. Topics such as capability rigidity, learning barriers, capability integration and redeployment as well as dynamic capabilities will be covered. The symposium will bring together different capability scholars and provide a platform for a productive discussion of how to push the field forward.

### Structure:

- Introduction by **Arne Keller, Wolfgang Güttel & Stefan Konlechner**
- Paper presented by **Joakim Netz & Patrick Reinmoeller**  
Overcoming social breakdowns in capability reconfiguration
- Paper presented by **Kathrin Borner et al.**  
The best of two worlds? Corporate ventures for capability renewal of an incumbent
- Paper presented by **Stefan Konlechner, Arne Keller & Wolfgang Güttel**  
Reconfiguring or rather redeploying capabilities in the face of technological change?
- Paper presented by **Ralf Wilden et al.**  
Overcoming barriers to the open innovation capability: A cognitive perspective
- Summary and discussion by **Erwin Danneels** and **Dovev Lavie**
- Discussion among audience, organizers and presenters, facilitated by discussants



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

PDW Workshop. **Friday, August 5, 09:00 am – 12:00 pm (PT)**  
Seattle Convention Centre, Room 201, Hybrid Interactive

## Organizers:

- **Tine Koehler**, U. of Melbourne  
Email: [tkoehler@unimelb.edu.au](mailto:tkoehler@unimelb.edu.au)
- **Anne D. Smith**, U. of Tennessee, Knoxville  
Email: [asmith51@utk.edu](mailto:asmith51@utk.edu)
- **Vikram Bhakoo**, U. of Melbourne  
Email: [vbhakoo@unimelb.edu.au](mailto: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: VIDEO METHODS IN ORGANIZATIONAL STUDIES

PDW Workshop. **Saturday, August 6, 09:00 am – 11:00 am (PT)**  
Virtual Session

## Organizers:

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

## 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

PDW Workshop. **Friday, August 5, 03:30 pm – 04:30 pm (PT)**  
Seattle Convention Centre, Room 201, Hybrid Interactive

Organizer:

- **Theodore L. Hill**, Fox School of Business, Temple U.  
Email: [tl.hill@temple.edu](mailto: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](mailto: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

# PWD: WHO AM I, AND WHAT AM I DOING? CRAFTING A RESEARCH IDENTITY NARRATIVE FOR ACADEMIC CAREER TRANSITION

PDW Workshop. **Friday, August 5, 01:00 pm – 03:30 pm (PT)**  
Seattle Convention Centre, Room 201, Hybrid Interactive

## Organizers:

**Krista Pettit**, Ivey Business School  
**Fannie Couture**, HEC Montreal  
**Renate Kratochvil**, BI Norwegian Business School  
**Sophie Elizabeth Jané**, Umeå School of Business,  
Economics, and Statistics



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.

Please note that participation on the roundtable discussion is capped at 60. To register, potential participants must provide a brief (150 words) research identity narrative ‘pitch’ for their most relevant career transition (e.g. student to faculty) and one or two questions that they hope the session will address. On your submission please indicate ‘in-person’, ‘on-line’ or ‘undecided’ so we can allocate to roundtables accordingly. Please email your submission to [kpettit@ivey.ca](mailto:kpettit@ivey.ca)

Speaker: **Herminia Ibarra**, London Business School



## Panelists:

**David Oliver**, U. Of Sydney  
**Katharina Dittrich**, Warwick Business School  
**Tammar B. Zilber**, Hebrew U. of Jerusalem

**Stephanie J. Creary**, The Wharton School, U. of Pennsylvania  
**Ravi S. Kudesia**, Fox School of Business, Temple U.  
**Keimei Sugiyama**, U. of Wisconsin Milwaukee

# “COPING WITH DISRUPTION: PRECARI- TY, PATTERNING AND SOCIAL JUSTICE”

Martha Feldman’s work on routine dynamics and practice theory more broadly has influenced the work of many SAP scholars. This year, Martha will reflect on her latest work looking at how to ensure continuity in times of disruption and how this relates to precarity and social justice. Her talk will connect SAP research, routine dynamics and wider societal issues. A talk at the cutting edge of research, not to be missed.

Please join us for the SAP Distinguished Keynote on **Monday, August 8th, from 4:30 – 6:00pm PDT** in the Seattle Convention Center, Tahoma 5, as well as online on the AOM virtual platform.

Keynote Speaker: **Martha Feldman**, University of California, Irvine



Moderation: **Katharina Dittrich**, Warwick Business School, University of Warwick





# SAP MEET AND GREET BREAKFAST

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 GLOBAL CITIZEN PROGRAM

Birgit Renzl (Rep-at-Large)

Location: Offsite, In-Person, Bacco Café

Time: **Sunday 7th August - 7.30am-9.00am**

SAP Global Citizen will meet at AOM in Seattle at the Strategizing Activities and Practices Interest Group Breakfast, Sunday 7th August 2022, (session 595) organized by Mahesh Joshi and Krista Pettit.

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

Join us for the first in-person meeting!

Join Event:

<https://2022.aom.org/meetings/virtual/FcbMgD36CrsxveffQ>



**Birgit Renzl**

**Chair of Management & Organisation**  
@ University of Stuttgart School of Management

**Mail:** [birgit.renzl@bwi.uni-stuttgart.de](mailto:birgit.renzl@bwi.uni-stuttgart.de)

**Twitter:** [@\\_berenzl](https://twitter.com/_berenzl)



# 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** <https://secure.aom.org/PDWReg/>
- The associated costs are **50 USD**; this price is heavily subsidized by SAP DIG
- Seats are limited and allocated on a **"first-come, first-served"** basis
- **Capacity** for **30 SAP participants** in addition to **20 Early Career Scholars**





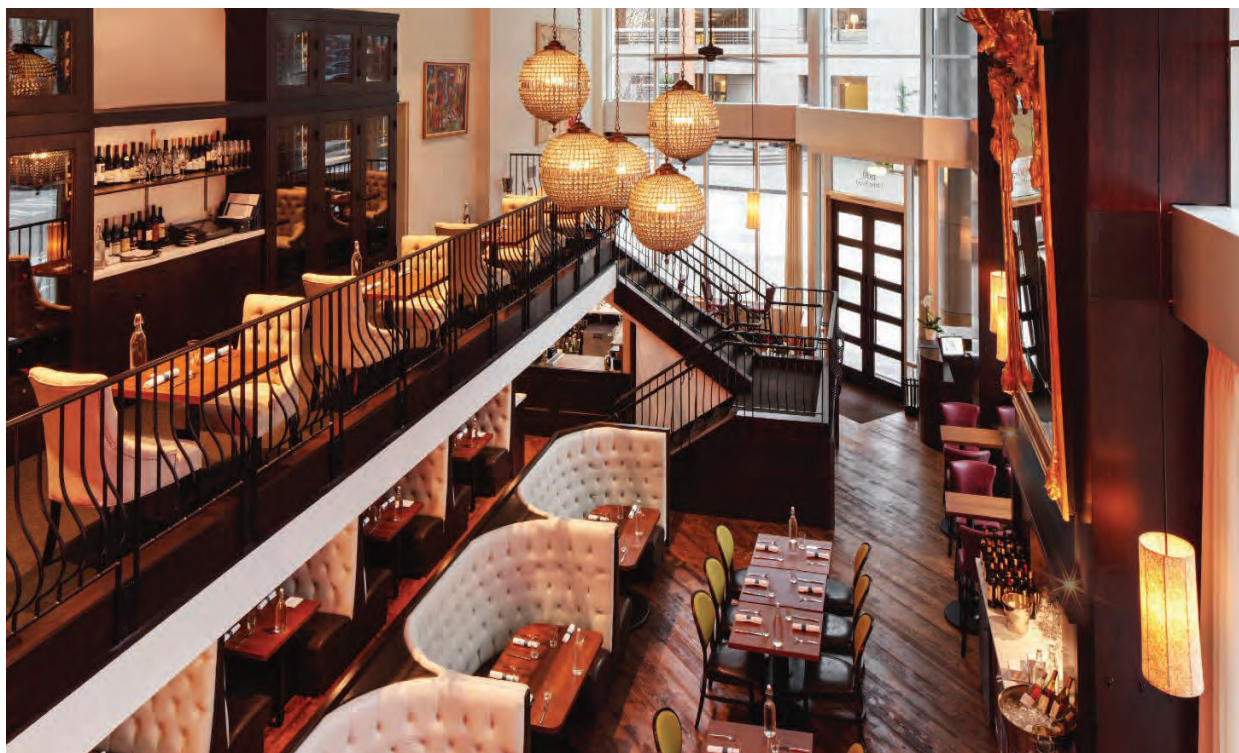
# SAP BUSINESS MEETING & SOCIAL – MAKING CONNECTIONS WITHIN AND BEYOND RESEARCH

Please join us virtually for the SAP Business Meeting on **Monday, August 8th, 8am to 9am (PDT)**.

Even though some of us will gather in person in Seattle, we decided to host this meeting virtually so as to enable everybody across the globe to participate equally in the meeting. So please also join us, if you are in Seattle on the ground. This is a great opportunity to learn about all the activities of SAP, the people behind the scenes and to celebrate our award winners.

We also cordially invite you to the SAP Social, which will take place in person at the Sheraton Grand Seattle, Grand Ballroom B, on **Monday August 8th, from 7pm to 9pm (PDT)**.

In the social you have the opportunity to meet with your colleagues and friends as well as with some key SAP people in an informal environment. We will make sure to provide delicious snacks, drinks and ice cream to make the conversation even more enjoyable. We look forward to seeing you in Seattle!



# JOINT SAP OMT CAFÉ: SDGS, SUSTAINABILITY AND GRAND CHALLENGES

Social Event. **Tuesday, August 9, 12:45 pm – 02:00 pm (PT)**  
Offsite, Café Ladro, Offsite In-person

Organizers:

- **Renate Meyer** (WU Vienna & CBS Copenhagen)
- **Katharina Dittrich** (Warwick Business School)



SDGs, Sustainability and Grand Challenges are a joint concern of both OMT and SAP scholars. This is reflected in joint symposia and this year's SAP keynote speech that tackle issues of broader societal concern. This café is an opportunity for OMT and SAP scholars to continue the conversations around SDGs, Sustainability and Grand Challenges in an informal setting.

The Café will take place at Café Ladro, downtown on Pine Street, in close proximity to the Seattle Convention Centre.



WE WOULD LIKE TO THANK OUR SPONSORS FOR  
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ORGANIZATION STUDIES

# SAP IG'S ELECTION RESULTS 2022

Katharina Dittrich

We are pleased to announce the results of the AOM 2022 elections for our Interest Group. Thank you to all of those that participated in the elections this year.

## INCOMING PDW CHAIR

(Leadership track, service duration 5 years - 8/15/2022 - 8/14/2027)

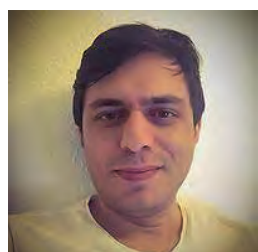


**Matthias Wenzel,**  
Leuphana University  
of Lüneburg, Germany

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 TREASURER

(service duration 3 years - 8/15/2022 - 8/15/2025)



**Mustafa Kavaz,** Sheffield  
University  
Management School

Dr Mustafa Kavaz 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.

# SAP IG'S ELECTION RESULTS 2022 ... CONTINUED

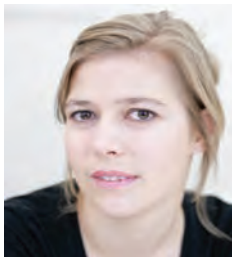
## SAP REPRESENTATIVES-AT-LARGE

(service duration 2 years - 8/15/2022 - 8/15/2024)



**Carola Wolf**, University  
of Liverpool

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.



**Kathrin Sele**, Aalto  
University

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.

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We will be remiss to not thank the other nominees who took the time and effort to participate as contenders in the election process. Each one of them is a valuable member of our community and we deeply appreciate their service to our community. We invite you all to join me in welcoming Matthias, Mustafa, and Kathrin into their formal service roles for the SAP IG and we welcome Carola back in her new role as Rep-at-Large. We very much look forward in working with you!

# RECENT COMMUNITY BUILDING ACTIVITIES

## Reading Club Update

Planned for 2023: Behind the scenes: The journey to a successful publication

Stay tuned for more information, which will follow via <https://sap.aom.org/-new-item3/readingclub>



# RECENT COMMUNITY BUILDING ACTIVITIES

Elisa Lehrer & Juliane Möllmann

## OPEN STRATEGY

*What's hot?!*



## PANEL DISCUSSION

### Ten Hot Topics in Open Strategy

- Preconditions for participation
- Roles and power in Open Strategy
- Impact of Open Strategy on the strategy profession
- Ethical questions of Open Strategy
- Multimodality in Open Strategy
- Emotions in Open Strategy
- Trust in Open Strategy
- Challenges of Open Strategy
- Temporal dynamics of Open Strategy
- Impact of Open Strategy on strategy content

Over 80 participants from all over the world signed up for the “Open Strategy – What’s hot?!“ panel session featuring **David Seidl (UZH)**, **Violetta Splitter (UZH)** and **Richard Whittington (SBS)**. The event organized by the SAPience Virtual Coffee Circle took place June 13th and is now available on the SAP YouTube channel: <https://www.youtube.com/watch?v=E67qtRiOn5c>.



Leading with a great introduction to open strategy, David Seidl gave insight into what drives and enables open strategy, providing a comparison to traditional strategy. The discussion continued into an exploration of the dilemmas faced within open strategy as a stream of research. He concluded with the ten hot topics in open strategy research.

Picking up on one of Richard’s proposed hot topics, Violetta Splitter then gave insight into “roles and power in open strategy” elaborating on empowering and disempowering effects taking place in OS. Before the session wrap-up, Richard Whittington sparked the discussion about the relation of capability and identity to open strategy. Referring to the example of Wikimedia, he showed that will and skill can be a challenge in open strategy. The solution? - Participants need to create capa-

What does open strategy look like beyond strategy formulation - i. e. OS in strategy implementation or emergent strategy?

Heiko Schmidt (EAFIT)

Interesting question about emergent strategy. OS is not necessarily the same as emergent strategy, except some kind of bottom- up process. OS is often a very 'planned' process.

Richard Whittington

The panelist’s input sparked lively discussions on “many ideas in a very short time” ranging from the “top ten topics” to different fields such as the relation to “entrepreneurial eco-systems” and OS.



## RECENT SAP PUBLICATIONS

[Strategy as language and communication: Theoretical and methodological advances and avenues for the future in strategy process and practice research](#)

**Authors:** Vaara, Eero & Fritsch, Laura

**Journal:** Strategic Management Journal

**Abstract:** The purpose of this introduction to the SMS collection is to take stock of advances in language-based analyses of strategic processes and practices with an eye on the theoretical and methodological insights and opportunities. After a review of the articles included, we develop a framework that identifies four perspectives ranging from the more micro to the macro: (a) microlevel conceptual basis of strategy discourse, (b) use of language in strategy work processes in their socio-material and multimodal contexts, (c) use of language and especially narratives in long-term processes of strategic change, and (d) the rhetorical and discursive reconstruction of organizational strategies in their historical contexts. We then move on to offer a set of research opportunities and questions to form an agenda for future research.

<https://doi.org/10.1002/smj.3360>

[Update of leadership-as-practice “practice theory”: Featuring Joe Raelin interviewed by Jenny Robinson](#)

**Authors:** Raelin, Joseph A. & Robinson, Jennifer L.

**Journal:** Leadership

**Abstract:** This article constitutes an interview between a new researcher of the field of Leadership-as-Practice (L-A-P), Jenny Robinson, with one of the co-creators of the field, Joe Raelin. It is dedicated to providing an update and refinement of leadership-as-practice “practice theory,” which has gone through a fair degree of transformation since this journal’s first article on the subject in 2008. The call for such an update is precipitated by the need for emerging L-A-P researchers to appreciate the subject’s conceptual boundaries for more consistent and integrated exploration. Not only has the field differentiated from other plural traditions in leadership but from other “as-practice” approaches in the wider management field. Some of the distinctions covered in this article comprise the role of theory in L-A-P, its contribution to leadership research and leadership development, its connection to other related fields such as relational leadership and strategy-as-practice, and its phenomenological, ethical, democratic, and post-humanistic foundations.

<https://journals.sagepub.com/doi/10.1177/17427150221100594>

## RECENT SAP PUBLICATIONS

### Algorithmic Routines and Dynamic Inertia: How Organizations Avoid Adapting to Changes in the Environment

**Autors:** Omidvar, Omid, Safavi, Mehdi & Glaser, Vern L.

**Journal:** Journal of Management Studies

**Abstract:** Organizations often fail to adequately respond to substantive changes in the environment, despite widespread implementation of algorithmic routines designed to enable dynamic adaptation. We develop a theory to explain this phenomenon based on an inductive, historical case study of the credit rating routine of Moody's, an organization that failed to adapt to substantial changes in its environment leading up to the 2008 financial crisis. Our analysis of changes to the firm's algorithmic credit rating routine reveals mechanisms whereby organizations dynamically produce inertia by taking actions that fail to produce significant change. Dynamic inertia occurs through bounded retheorization of the algorithmic model, sedimentation of assumptions about inputs to the algorithmic model, simulation of the unknown future, and specialized compartmentalization. We enable a better understanding of organizational inertia as a socio-material phenomenon by theorizing how – despite using algorithmic routines to improve organizational agility – organizations dynamically produce inertia, with potentially serious adverse consequences.

<https://doi.org/10.1111/joms.12819>



# CFP: LEVERAGING CULTURE TO CULTIVATE GREEN INNOVATION IN ORGANISATIONS AND INSTITUTIONAL FIELDS

## Guest editors

**Georg Reischauer** (WU Vienna University of Economics and Business, Austria)

**Claudio Biscaro** (Johannes Kepler University Linz, Austria)

**Lianne Lefsrud** (University of Alberta, Canada)

## Background and Objective

As the urgency to curb the emission of greenhouse gases and limit the consumption of natural resources continues to increase, reliance on business-as-usual activities and practices does not represent a viable operational choice for most organizations. In response, organizations develop new products, processes, and management concepts to reduce their use of natural resources including water and energy, thereby enhancing their environmental performance. We refer to these developments as green innovation, also called eco-innovation or sustainable innovation (Kemp and Oltra; 2011 Schiederig, Tietze, and Herstatt 2012). Green innovation has been indicated as a promising route to tackle some of the most pressing challenges of this generation, such as climate change and the uneven distribution or supply of key resources such as freshwater or clean energy (Howard-Grenville et al. 2014; George et al. 2016). However, developing, promoting, adopting, and diffusing green innovation within and across organizations at a larger scale is a challenge. Not just from a technological standpoint, as organizations scramble to come up with technologies that increase the efficiency with which natural resources are transformed, but also from a cultural standpoint. This is because green innovation entails changes to how organizing occurs: from collaborations to the relationship with internal and external stakeholders, from finding new ways to establish their legitimacy.

For the complex challenges imposed by green innovation, in this call we use the metaphor of cultivation. Cultivation is a process that requires care and work from the planning to the growth of the crop if one expects an abundant and healthy harvest. Therefore, we refer to cultivating green innovation as the purposeful work to attend to the various phases driving an idea for a more sustainable process or product to its implementation, adoption, and diffusion.

## Research Topics

Our special issue intends to create a forum for studies examining how organizations leverage cultural elements to cultivate green innovations. We equally welcome submissions of papers of different formats – qualitative, quantitative, mixed-methods –, as well as papers offering a conceptual contribution. Possible questions of interest include but are not limited to:

# CFP: LEVERAGING CULTURE TO CULTIVATE GREEN INNOVATION IN ORGANISATIONS AND INSTITUTIONAL FIELDS ... CONTINUED

## Leveraging Culture to Cultivate Green Innovation across Organisations and in Institutional Fields

- How and why do organizations relate to or avoid broader narratives (e.g., circular economy, green transition, sustainable economy) when cultivating green innovation and with what effects?
- How do organizations drive or promote change in fields towards green innovation or support change efforts of other organizations and actors (e.g., social movements, policy makers)?
- How do organizations leverage cultural elements to create networks for green innovation?
- What is the role of field positions in promoting the cultivation of green innovation?
- How do organizations frame their efforts to cultivate green innovation?
- How do organizations manage or influence social evaluations (e.g., identification, stigma, legitimacy) affecting green innovation?
- How do organizations productively leverage multiple institutional logics for green innovation?

## Leveraging Culture to Cultivate Green Innovation in Organisations

- How do organizations leverage cultural elements to navigate the tensions and paradoxes emerging from the cultivation of green innovation?
- How do emerging technologies, including digital technologies, shape the sense-making and sense-giving of green innovation in organizations?
- What are the personal characteristics and/or personal networks of managers and employees that successfully champion green innovation?
- How does the material dimension of natural resources shape an organization's enactment of cultural elements and is shaped by it?
- How is green innovation renegotiated in meetings? How does green innovation obtain legitimacy and consensus within the firm?

## Important deadlines

- Submissions to the Special Issue due by September 30th, 2022
- Publication of the Special Issue in 2023

## Find the full CFP here:

[https://think.taylorandfrancis.com/special\\_issues/culture-green-innovation-organisations/](https://think.taylorandfrancis.com/special_issues/culture-green-innovation-organisations/)

# RECRUITMENT



UQ Business School is hiring! We are seeking candidates for multiple positions in both the areas of Strategy and Entrepreneurship. Positions are available across levels: Lecturer, Senior Lecturer and Associate Professor.

The University of Queensland (UQ) Business School is independently ranked as one of the top business schools in Australia and among the leading institutions worldwide. We are one of the best research-intensive business schools in the Asia-Pacific region, and our mission is to leverage our cutting-edge research expertise to cultivate courageous thinkers and empower future leaders to positively transform business and society. The School carries AACSB International and EQUIS accreditation across the full range of programs, and we are the only School in Australia to hold UNWTO accreditation.

Detailed information for the appointment in Strategy is available [here](#), for instance expectations on the role and conditions of employment.

Detailed information for the appointment in Entrepreneurship is available [here](#), for instance expectations on the role and conditions of employment.

To discuss the roles, please contact Associate Professor Paul Spee, Strategy and Entrepreneurship Discipline Leader, Business School on [p.spee@business.uq.edu.au](mailto:p.spee@business.uq.edu.au).

Members of the discipline will be available for conversations at upcoming international conferences:

- **Academy of Management, 5–9 August 2022 (Seattle)**





## 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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Secretary: David Oliver — University of Sydney (david.oliver@sydney.edu.au)

Membership Chair: Tania Weinfurtner — University of Zurich (tania.weinfurtner@business.uzh.ch)

Treasurer: Carola Wolf — University of Liverpool Management School (c.wolf@liverpool.ac.uk)

Social Media Chair: Georg Reischauer — WU Vienna & JKU Linz (Georg.Reischauer@wu.ac.at)

Representative-at-Large: Renate Kratochvil — BI Norwegian Business School

(renate.kratochvil@bi.no)

Representative-at-Large: Madalina Pop — Aarhus University BSS (madast@btech.au.dk)

Representative-at-Large: Birgit Renzl — University of Stuttgart (birgit.renzl@bwi.uni-stuttgart.de)

Representative-at-Large: Christina Wawarta — University of Warwick

(christina.wawarta.15@mail.wbs.ac.uk)

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