



STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

OCTOBER 2020 NEWSLETTER

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Dear SAP Members,

Welcome to the October edition of the SAP newsletter!

We hope that you are all doing well — please stay healthy and take care.

In a year without any in-person conference interactions **we look ahead** and already focus our attention on the planning and coordination of our IG’s program at the — again virtual — AOM 2021. We hope you contribute to our program by **submitting your paper and symposium proposals for the next annual meeting**. You will find more details on the road ahead from p. 3 onwards.

Looking back, it feels like this year’s AOM meeting happened just a moment ago. In this newsletter, you will find impressions from this first-ever virtual conference, including reflections on our fifth successful **SAP Doctoral & Early Career Program** (from p. 6 on), **pictures** from this year’s virtual conference activities (p. 5) and a celebration of our award winners (from p. 8 on). Moreover, we would like to **thank our Outgoing Chair Rajiv** for all his work for the community (p. 13)!

We are very proud to announce **a variety of new services for you again**: On p. 11 and 12 you are invited to join our two **new virtual initiatives**, and on p. 16 and 17 we are happy to share our latest newsletter feature on **SAP research during Covid-19**. This issue also includes reflections on this year’s successful **SAP Community Day at EGOS** (p. 14) as well as **recent SAP and SAP-related publications** that might be of interest to you (p. 15).

Preparing for the future, this newsletter also provides you with a collection of announcements relevant for our SAP community: Please respond to the Calls for Papers of our SAP-related track at the **SMS** (p. 18) and at **EURAM** (p. 19) and for the SAP-related **sub-themes at EGOS** (from p. 20 on). Lastly, we are happy to travel to our **French SAP community** on p. 22. 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 the October edition of our newsletter!

Tania Weinfurtner, (new) Membership Chair
(tania.weinfurtner@business.uzh.ch)

INTRODUCING YOUR PROGRAM TEAM 2021



Interest Group Chair: Virpi Sorsa



Chair-Elect: Katharina Dittrich



Program Chair: Leonhard Dobusch



PDW Chair: Eric Knight

2021 SAP INTEREST GROUP PROGRAM: CALL FOR PROPOSALS

Leonhard Dobusch, Program Chair

The Strategizing Activities and Practices (SAP) Interest Group invites intellectually bold and stimulating research for submission to the 81st Academy of Management's annual meeting 2021, again held virtually. Over the past few years, the SAP Interest Group has established an inclusive and diverse community that sheds light on the everyday practices and activities that constitute strategy work in the established and more contemporary organizations. Some of the key questions for the SAP Interest Group are what, when, why, and how organizational members carry out strategic work - and how this work matters.



The theme of AOM 2021 is “**Bringing the Manager Back in Management**” and aims at addressing what managers do on a day-to-day basis in dealing with both ordinary challenges and extra-ordinary uncertainties such as the current global pandemic. The theoretical underpinnings of SAP research, such as various strands of practice theory, paradox and dialectics and other related theories is a particularly helpful lens to apply here. First, SAP research builds on an ontology that puts day-to-day management activities and practices centre stage. At the same time, practice theory and other related approaches invite scholars to also question the concept of the manager as a clear and stable category of organizational actors. From a practice perspective, bringing the manager back in requires first and foremost identifying (communicative) practices that constitute and demarcate managers from other employees and stakeholders, while at the same time acknowledging that management activities are increasingly accomplished by actors that would not self-identify as managers in the first place. The thematic stance of AOM 2021 therefore is particularly close to key questions of interest to SAP research in general and strategy-related management practices in particular.

We encourage the submission of **conceptual and empirical studies as well as methodological reflections** that focus on the specific conference theme, works that address other issues within the general domain of the SAP Interest Group, and those that explore the intersections of SAP with fellow divisions such as STR, OMT, ODC, RM, TIM and MOC. We also warmly invite symposia that seek to change the conversation on existing scholarly approaches and develop new questions and ways of looking at strategy-related phenomena. Keeping the importance of "Bringing the Managers Back in Management" in mind, we strongly encourage the submission of manuscripts that address and question the role of managers in strategy and beyond.

Paper and symposia submissions must be made through the AOM Submission System (opens early December 2020). Please carefully review all the submission information and formatting instructions especially before submitting symposia. The scholarly program takes place from Sunday, August 1 through Tuesday, August 03 (times vary). Given the ongoing pandemic, the conference will be held virtually again.

Last but certainly not the least, allow us to emphasize that strong scholarship requires good reviews. Reviewing peers' works is a fundamental process through which knowledge advances in a community. If you are submitting to the SAP Interest Group this year, please also consider reviewing for SAP! For more information on Strategizing Activities and Practices, please visit the SAP Interest Group website.

Leonhard Dobusch (Leonhard.Dobusch@uibk.ac.at)

CALL FOR PDW SUBMISSIONS 2020

Eric Knight, PDW Chair

The Strategizing Activities and Practices (SAP) Interest Group invites creative and forward looking proposals for the professional development workshops (PDWs) to be held during the — again virtual — 2021 Academy of Management annual meeting.



Given that the SAP Interest Group investigates what frontline managers do when they take part in strategy making – both within and across organizational boundaries – **SAP research may really help to broaden our sight**, as suggested by the AOM 2021 theme: “Bringing the Manager Back in Management”. At the same time, however, living up to this potential also requires us to reflect on and critically revisit concepts and methods conventionally applied in SAP research. One way of doing so is to broaden our sight by engaging with both theories and topics connected to but not yet established in the realm of SAP research. For instance, we have recently observed intensified efforts to link practice theory with neo-institutionalism under the banner of practice-driven institutionalism. This and similar attempts of theoretical integration may not only offer new ways of capturing strategy but also provide links to studying phenomena at different places within and beyond the organization and in addressing grand societal challenges from a SAP perspective. Methodologically, in turn, broadening our sight implies openness to new methods and their combination in mixed-method designs.

Building upon such a reading of the AOM 2021 theme, we specifically invite proposals for PDWs that go beyond previous perspectives on SAP research and teaching in terms of both themes and methods. Some possible themes include:

- Comparing, contrasting or integrating practice-based approaches to strategy making with other theoretical concepts of strategy-related activities in and across organizational boundaries
- Exploring new empirical developments of digital strategizing that allow for integrating broader perspectives in organizational strategy making
- Providing doctoral students and early career scholars with tools to navigate the changing academic environment

The PDW sessions will be held between **8:00am Friday, July 30th, and 8:00pm Saturday, July 31st 2020**. We strongly **encourage PDWs that appeal to a wide range of audiences and themes beyond the SAP community by building linkages with other divisions and interest groups**. Please indicate potential co-sponsors in the submission document (e.g., OMT, BPS, ODC, MC, RM, TIM). The minimum duration of a PDW is 2 hours, but submitters are welcome to request a duration of 1.5 hours if they feel it would better serve the workshop, session flow, and attendee engagement. The 1.5 hour duration request must be documented in the uploaded proposal document itself at the time of submission and the PDW Chair will subsequently reduce the duration to 1.5 hours on the submitter’s behalf. Please include a plan on the digital implementation of the PDW.

Submitters are strongly encouraged to discuss potential PDWs with SAP PDW chair, Eric Knight (eric.knight@mq.edu.au).

IMPRESSIONS FROM AOM 2020

SAP-gone-virtual
for the first time



HIGHLIGHTS FROM THE 5TH DOCTORAL & EARLY CAREER PROGRAM (I)

Seray Ergene, Katelynn Sell, Madalina Pop & Renate Kratochvil

For the 5th time in a row, the Strategizing Activities & Practices Interest Group (SAP) invited scholars to the SAP Doctoral and Early Career Program (ECP). While AOM was going virtual this year, that didn't mean that we were not committed to assuring participants a compelling one-day event specially tailored to guide doctoral and early career scholars who were interested in researching SAP-related topics and methods.

The ECP was held on Friday, August 7th, and started with a welcoming note by our patron Professor Eero Vaara (Oxford University). It continued with Professional Development Workshops (PDWs) on Digital Strategizing, International Early Academic Careers, and a Qualitative Analysis Boot Camp. The day also included private mentor-mentee feedback sessions and time for virtual small talks.

Thank you to all participants and our patron Eero for making the ECP such a lively and exciting experience. A special thank you to the Outgoing Coordinator Katelynn Sell who assisted with the program for 3 years.

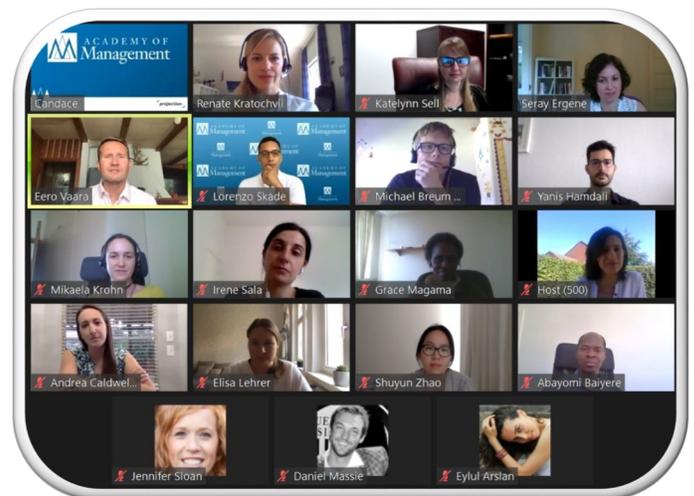
Reflection on the 5th AOM ECP Doctoral & Early Career Program

Shuyun Zhao, PhD student, Estonian Business School

"It was truly a 5-star experience to participate in the event!"

The SAP Doctoral and Early Career Program is a great event packed with so much knowledge and interesting topics!

It allows me to learn from experts face-to-face, meet with people sharing the same interests, and get immediate answers to the questions that troubled me for long. The one-day event is already good enough, and the one-to-one mentor meeting is absolutely another bonus! Also, the team has been very supportive - before, during, and after the event. For the first time in my doctoral study, I do not feel alone. Now I know I am in the right community.



HIGHLIGHTS FROM THE 5TH DOCTORAL & EARLY CAREER PROGRAM (II)



Reflection on the 5th AOM ECP Doctoral & Early Career Program

Lorenzo Skade, PhD student, European University Viadrina

“This year’s SAP Early Career Program was a remarkable experience with a lot of interaction between junior and senior SAP scholars. I am deeply impressed with the amount of work that all organizers and panelists put into their virtual sessions, which were full of interactive exchange and stimulating conversations.”

I was very happy that the ECP team made this year’s ECP happen despite the current challenges. Our day started with an introduction of all early career scholars as well as opening words from the ECP team and this year’s ECP patron Eero Vaara. The introduction session got us off for a good start with a very engaging atmosphere.

The ECP consisted of three PDWs. First, we took part in the PDW “International Early Academic Careers”, in which senior scholars provided great advice and shared their networking experience. The panelists shared many personal stories and highlighted why “authenticity” is important in academic careers. Second, we attended the PDW “Processes and Practices of Digital Strategizing”. Before the PDW, we watched recorded videos of the panelists to prepare for the session’s discussions. During the session, we were divided into smaller breakout rooms for discussions with one of the panelists to talk about their topic of expertise. Following, each group presented the results of this discussion, which provided many new and interesting insights into the topic of digital strategizing. Third, we moved on to the PDW “Qualitative Analysis Boot Camp V”, organized as a session with engaging keynotes and answers to questions from the audience by experienced qualitative researchers. The PDW provided incredible hands-on advice and a lot of practical tips on how to deal with qualitative data and theoretical hunches. I left the session highly motivated to return to my own research and to apply all of this great advice.

The program ended with an exciting Q&A session with this year’s patron Eero Vaara, who answered our questions on recent developments of the SAP field and the publishing process, among others. Eero took his time to answer all of our questions and provided exceptionally helpful and personal advice. What a great finish of this exciting day! On top of that, the ECP team had matched one senior scholar to each of us early career scholar. The mentoring sessions took place independently of the ECP day and turned out to be a great opportunity for me to reflect together with my mentor on additional questions that came up during the ECP.

Overall, it was an exciting experience to be part of the first virtual ECP. While it would have been nice to have some further social interactions over lunch or dinner together with the other participants in the evening, the program provided an amazing day with valuable advice and insights from leading experts in our field. I would like to thank the organizing team, this year’s SAP ECP patron Eero Vaara, all the PDW organizers, and the panelists for the great day and the inspiring conversations. It was great to experience that also community is something that people do. I’m already looking forward to the upcoming ECP in 2021.

OUR AWARD WINNERS - AOM 2020

SAP Best Paper Award

“What Does it Take to be Open? Sustaining Openness through Closure in Open Organizing Initiatives”

Author: Damla Diriker, Vrije U. Amsterdam
 Author: Amanda Porter, Vrije U. Amsterdam
 Author: Philipp Tuertscher, Vrije U. Amsterdam



SAP Best Student Paper Award

“Temporal Tensions in Human Space Flight: NASA’s Practices for Managing Long-term Strategic Change”

Author: Christina Wawarta, Warwick Business School
 Author: Loizos Heracleous, Warwick Business School
 Author: Sotirios Paroutis, Warwick Business School

SAP Best Practice-Oriented Paper Award

“Mindful Ambidexterity: An Ethnographic Study of How Managers Navigate Exploitation and Exploration”

Author: Kate Booth, Macquarie University
 Author: Layla Branicki, Macquarie University
 Author: Richard Badham, Macquarie University

SAP Pushing the Boundary Award

“Sustenance through Liberation: Vinyl Record Manufacturing after Disruption and Before the Hype”

Author: Rene Wiedner, Warwick Business School

Thank you!

Thank you very much to the SAP awards committee consisting of **Professor Ann Langley** (HEC Montreal), **Vern Glaser** (University of Alberta) and **Lisa Day** (University of Liverpool).

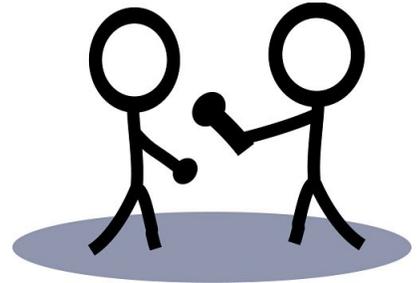
Outstanding Reviewer Awards: Marius Andersson, BI Norwegian Business School; Florian Andresen, Helmut Schmidt University; Konstantinos Chalkias, Birkbeck, University of London; Benjamin Innis, Boston College; Paula Jarzabkowski, City University London; Shenghui Ma, Fudan University; Christian Alexander Mahringer, University of Stuttgart; Krista Pettit, Richard Ivey School of Business; Rodrigo Assunção Rosa, Fundacao Getulio Vargas; Himani Singh, University of Mannheim; Lorenzo Skade, European Uni Viadrina, Frankfurt (Oder); Bryan Spencer, Frankfurt School of Finance & Management; Kathleen Ann Stephenson, Vrije University Amsterdam, School of Business and Economics; Christina Angelika Wawarta, Warwick Business School; Matthias Wenzel, Leuphana University Lüneburg; Rene Wiedner, Warwick Business School; Sarah Woolley, Warwick Business School

“BEHIND THE SCENES”: INTERVIEWS WITH SAP AWARD WINNERS

Georg Reischauer, Social Media Chair

Since 2019, the SAP social media team interviews the award recipients whose outstanding papers were recognized at the annual **Academy of Management Meeting**. The interviews provide “behind the scenes”-insights on what makes groundbreaking SAP research.

In the following, we highlight some of the advice that our award winners shared in the interviews. Please check out the full interviews **online** for more tips and tricks and a proper look behind the scenes.



Amanda Porter, Damla Diriker and Philipp Tuertscher who won the 2020 SAP Best Paper Award with their paper "What Does it Take to be Open? Sustaining Openness through Closure in Open Organizing Initiatives" advice our members ***“to get their hands dirty in data – no matter how frustrating and painful it is sometimes to keep going back to your data in the process of writing your paper. By iterating between data and theory, you will get closer to seeing the pattern that makes you say, ‘I think this is an interesting puzzle and I may have some sort of an answer.’ ”***

[Read the full interview here.](#)

Rene Wiedner, winner of the 2020 SAP Pushing the Boundary Award with his paper “Sustenance Through Liberation: Vinyl Record Manufacturing After Disruption and Before the Hype”, recommends: ***“Make sure you have something to say that you yourself are really excited about. And make sure you write it in a way that people outside of a small community can understand.”***

[Read the full interview here.](#)

Kate Booth, Layla Branicki and Richard Badham who won the 2020 SAP Best Practice Award with their paper “Mindful Ambidexterity: An Ethnographic Study of How Managers Navigate Exploitation and Exploration” reflect: ***“One of the most fascinating and rewarding parts of this project was getting up close to the lived experience of participants and finding out more about how they experienced CallCo’s pursuit of ambidexterity across time.”***

[Read the interview here.](#)

Last but not least, the tips and tricks shared by Christina Wawarta, Loizos Heracleous, Sotirios Paroutis, winners of the 2020 SAP Best Student Paper Award with their paper “Temporal Tensions in Human Space Flight: NASA’s Practices for Managing Long-term Strategic Change”, still remain a secret – make sure to [read the interview here](#) as soon as it’s available!

WE WOULD LIKE TO THANK OUR SPONSORS FOR THEIR CONTINUOUS SUPPORT!



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Strategy as Practice
Study Group

ORGANIZATION STUDIES



SAPience CIRCLE: MATCHING SCHOLARS OVER VIRTUAL COFFEE

New: The SAP IG at AOM invites SAP scholars to join the SAPience Circle for coffee

As part of this newly established initiative, the SAP IG at AOM cordially invites SAP scholars to join the virtual coffee meeting SAPience Circle. The main purpose is to connect junior scholars with established scholars, create new connections, and enable the sharing of expertise and experience.

Please contact us, if you want to host a coffee session too (e-mail to madast@btech.au.dk).

Previous Coffee Hosts:

- David Oliver
- David Seidl
- Fleur Deken
- Jane Lê
- Julia Balogun
- Katharina Dittrich
- Paula Jarzabkowski
- Rebecca Bednarek
- Richard Whittington
- Sotirios Paroutis
- Vern Glaser
- Violetta Splitter

Organizers:

- Madalina Pop, Aarhus University
- Katelynn Sell, West Texas A&M University
- Qian Li, Cass Business School
- Renate Kratochvil, BI Norwegian Business School



SAP Interest Group @Stra... · 28.05.20

New initiative: "SAPience Circles" ☺

Sign up now for a (virtual) 30-minute coffee break with an experienced Strategy-as-Practice scholar. Three seats at the coffee table, a new scholar every week. First come, first served!

sap.aom.org/new-item3/sapi...



Professor Paula Jarzabko... · 19.06.20

Had a lot of fun talking with you Rosalia & @BreumRamsgaard about your practice & process research & using ethnographic data in publications. Thanks @Strategizers and SAPience circle organisers for lining up an enjoyable coffee meeting



Lorenzo Skade @Lorenzo... · 03.06.20

Yesterday, I had the pleasure of talking to David Seidl over a coffee about publishing SAP research. Thank you @Strategizers for this great opportunity! I hope that we can continue with some of these great virtual initiatives in the future in addition to in-person meetings.

SAP Interest Group · 01.06.20

Join the "SAPience Circle" and e-meet one of our community leaders for a coffee. Sign up (bit.ly/2TVqYMb) to chat with

...

SAP READING CLUB - INVITATION TO JOIN

Renate Kratochvil, Qian Li, Katelynn Sell and Madalina Pop

The SAP Reading Club is finally here!

Come meet like-minded peers to explore potential research opportunities together, read and discuss articles of your interest, and share experiences, questions, and reflections on your research.

To start up, we set up 4 main topics based on your feedback:

- Sensemaking and practice
- Collaboration and open strategy
- Practice theory
- Strategy practices in entrepreneurial context

We will meet three times around each topic in the next six months:

- ⇒ Meeting #1: Discuss relevant readings in the specific topic (October, November and December 2020)
- ⇒ Meeting #2: Discuss problems and solutions in doing research on the topic: data gathering, analysis & writeup (January/February 2021)
- ⇒ Meeting #3: Exploring research opportunities and paper ideas in the specific theme (March/April 2021)

Here is the process for Meeting #1:

1. Sign up for the topic here:

https://docs.google.com/forms/d/e/1FAIpQLSf9VNY4ouudC2nfKr_4TPHn4eCVnkYvuN6qYlcmwwVetx6vGw/viewform

2. Recommend one or two readings of your interest
3. Upvote your favorite article
4. Receive logistic information before meeting

Come to join us, meet some friends, and have an intellectually stimulating discussion over a coffee, tea, or wine depending on your timezone!

If you have any questions, you can contact Madalina Pop at madast@btech.au.dk



THANK YOU TO OUTGOING CHAIR, RAJIV NAG

Virpi Sorsa, Chair

I am honored to thank Rajiv Nag for his service as a Chair for the SAP community in 2019-2020. I appreciate your effort to accomplish together with the SAP leadership committee a truly engaging virtual conference, 80th Annual Meeting of the Academy of Management. During your tenure as Chair, although the circumstances have been extreme due to the coronavirus (Covid-19) pandemic, we have seen continuity and new innovations in our community building activities. You have been integral to the important advances we have made, particularly in the areas of strategic planning, as well as reflection and improvement of SAP community activities. It is your behind-the-scenes work that we are thankful for and especially representing IG in forums where we need to have a voice.

I have learned over the years working with Rajiv in our IG leadership that Academy of Management is a space where learning and scholarship are cherished, not primarily for what they contribute to personal or social interests but for the vision of humanity that they represent, preserve, and pass on. As the service in AOM consists various practical tasks for the IG leadership committee, it has been crucial that Rajiv has reminded us that scholarship is not about attracting customers and calculating profits, it is a vision and a responsibility to see that it is well used in the world.

Rajiv, thank you for everything! We will surely keep on reaching you for your wisdom and guidance in the future.



REFLECTIONS ON THE VIRTUAL SAP COMMUNITY DAY 2020 @EGOS

Stefanie Habersang, Maximilian Heimstädt, Renate Kratochvil, Madalina Pop & Benjamin Scher

The SAP Community Day is a full day pre-colloquium PDW at the annual meeting of the European Group for Organizational Studies (EGOS). It aims to bring together early career and senior scholars interested in the process and practice of strategizing and to inspire future (collaborative) research projects.

This year's Community Day took place for the fifth time already, yet, for the first time in a virtual format (as did the entire conference). In this way the heading subject "Studying Grand Challenges through Practice-Based Methods" embraced the context of 2020 (i.e. Covid-19 crisis)

Continuing in the reflexive tradition of the SAP Community Day, our program consisted of interactive sessions and workshops that maximize engagement and dialogue among scholars interested in the process and practice of strategizing with a particular focus on

studying grand challenges and exploring the useful methods to conduct such research. The program of the workshop consisted of two parts. In Part I (open-access session) more than 70 participants followed an introductory session into SAP methods, whereas in Part II (application only session) 27 participants had the chance to discuss their research in roundtable sessions with distinguished SAP scholars.

PART I included short presentations by experienced SAP scholars who presented their methodological approach to study phenomena from an SAP perspective. The speakers included Eric Knight ("Multi-Modal Data Analysis in Case Ethnographies"), Loizos Heracleous ("Discourse Analysis"), Matthias Wenzel ("Video Data and Video Analysis"), Mikko Vesa ("Netnography"), Tim Hannigan and Rodrigo Valado Alves ("Interpretive Data Science, Big Data, and Topic Modeling"). Afterwards each speaker offered two roundtable sessions to give participants the opportunity to directly discuss their questions related to methodology, data sources, and data analysis with the expert panelists.

PART II featured two paper development roundtable sessions. As a proven cornerstone from recent SAP Community Days, participants received feedback to improve their empirical or conceptual work from leading SAP scholars. As organizers, we were very grateful to have with us as roundtable hosts Jane Lê, Michael Smets, Violetta Splitter, Matthias Wenzel, Fleur Deken, and Basak Yakis-Douglas.

Despite the challenges to organize and run a fully virtual SAP Community Day, we received a lot of positive feedback and enthusiasm. With more than 70 participants it was even the most attended SAP Community Day so far. Its success is however dependent on the goodwill of the broader SAP community for which we continue to be grateful. We have also 'appointed' the new Committee for Amsterdam 2021 and we're looking forward to another inspirational day – maybe as a new „blended“ format that combines virtual and face-to-face interaction among our members from all over the world.



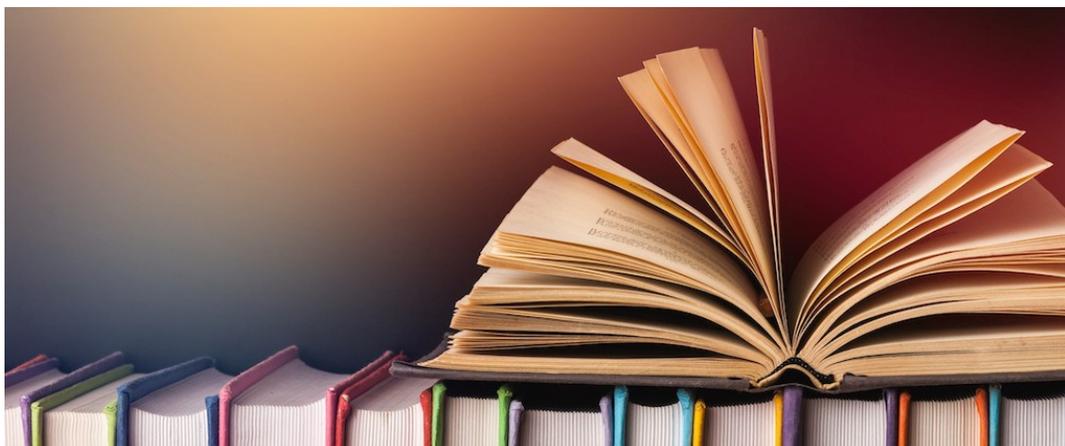
Matthias Wenzel @matth... · 01.07.20 ...
Antwort an @stefhabersang @fleurdeken
und 6 weitere

Thank you for organizing the @Strategizers Community so well under these difficult conditions! Your efforts have demonstrated how pleasant a virtual workshop can be—an outstanding service to the development of our community! I was very happy to be part of it.



RECENT SAP AND SAP-RELATED PUBLICATIONS

Author	Title	Outlet	Link
Raelin, Joseph A	Toward a Methodology for Studying Leadership-As-Practice	Leadership	Full paper
Pettit, Krista L Crossan, Mary M	Strategic Renewal: Beyond the Functional Resource Role of Occupational Members	Strategic Management Journal	Abstract
Seidl, David Whittington, Richard	How Crisis Reveals the Structures of Practices	Journal of Management Studies	Full paper
Bolland, Eric J	Strategizing: New Thinking about Strategy, Planning, and Management	Emerald Publishing	Book



SAP RESEARCH DURING COVID (I)

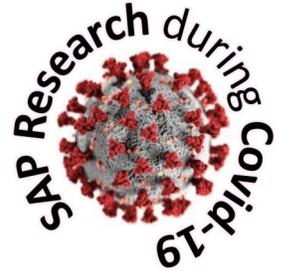
David Seidl & Richard Whittington



David Seidl,
University of Zurich



Richard Whittington,
University of Oxford



How Crisis Reveals the Structures of Practices

The speed, scope and scale of changes wreaked by the Covid-19 crisis of 2020 onwards raise challenging questions for practice theorists. After all, practice theory has generally emphasized continuity. According to Reckwitz (2002: 249), practices are ‘routinized types of behaviour’. For Nicolini (2012: 3) practices are ‘very resilient and often difficult to change because, qua practices, they are taken for granted and often considered as part of the natural order of things’. Where practice theorists have explored change, they have often focused on slow-cooked transformations, for instance the spread of showering from the 1870s onwards (Shove et al, 2012) or the decades-long shifts in the practices of strategy in modern Western businesses (Whittington, 2019). The Covid-19 changes have an intensity that is quite other to these leisurely evolutions.

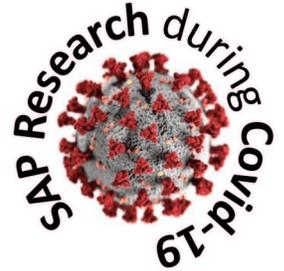
In our forthcoming paper in the *Journal of Management Studies*, we argue that the Covid-19 crisis in fact provides an opportunity for practice theorists. Most fundamentally, it challenges practice-theoretic scholars to investigate crisis as well as continuity or slow change. Crisis is an important part of our world but is also theoretically revealing. In particular, the extremity of the Covid-19 crisis exposes for further investigation structural features of practices along two dimensions, external and internal.

The external and internal structures of practices help us address two particularly tough questions raised by initial observations of the crisis. The first concerns difference: how can we explain why some practices have changed quickly and radically, while other related practices have been relatively stable? People have stopped coming to the office, but they still carry out old meeting routines, only with different means - on Zoom, raising hands is virtual. We argue that part of the explanation for such differences lies in external structural relationships between practices (Seidl et al, forthcoming). The second question involves trajectories in time: to what extent is it possible to go back to earlier practices after the crisis? When people do resume office work, the meaning of ostensibly similar behaviours may shift - the ‘same old’ is in fact not quite the same. This problem of reversibility puts the spotlight on the internal structures of practices; that is, the practices’ internal organizing principles (Schatzki, 2019).

SAP RESEARCH DURING COVID (II)

David Seidl & Richard Whittington

These questions of difference and time are important for more than a practice-based analysis of the Covid-19 crisis. Greater understanding of this crisis can help practice theory extend its range from slow transformations to the rapid changes characteristic of other sudden crises, whether societal-level (for instance the Global Financial Crisis) or organizational-level (for instance the threat of bankruptcy). Practice theory has the opportunity in Covid-19 to develop a more comprehensive approach to change, embracing the crisis-prone nature of our world. Beyond that, the extremity of the Covid-19 crisis may produce insights into the external and internal structures of practices that help explain not only change, but also practice theory's central theme of continuity.



References:

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Link to paper:

<https://onlinelibrary.wiley.com/doi/10.1111/joms.12650>

JOURNAL OF MANAGEMENT STUDIES

Commentary |  Free Access |

How Crisis Reveals the Structures of Practices

David Seidl , Richard Whittington

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CALL FOR PROPOSALS: STRATEGY PRACTICE TRACK, SMS 2021

The Strategy Practice IG explores the doing of strategy and its link with the broader institutional and societal environment. The focus is on strategy actors, activities, and practices involved in formulating, implementing, and changing strategies. These interests resonate particularly well with the conference theme by building on social theory which acknowledges human creativeness. Actors may imaginatively engage in practices and form beliefs regarding an anticipated future. While welcoming all contributions aligned with our general interests, we particularly seek empirical and conceptual papers from academics, practitioners, and consultants that engage with questions related to the role of imagination and inspiration in strategy change. We also welcome papers that critically examine the applicability of existing strategizing practices to tackle discordant challenges. It is inevitable that radical changes affect the content of strategy, yet it's less clear how it changes the practice of strategy. Indeed, we may have to rethink existing strategy practices. This includes the role of (digital) tools or the relevance of multiple, heterogeneous actors and their interactions in responding to strategic issue that are discordant, and ambiguous from both business and social perspectives. Fresh stories, sharing of best practices, use of innovative research methods, experimentations, and critical analysis are welcome.



Julia Hautz,
Associate Program Chair



Deadline for proposals: Wednesday, February 24, 2021



SAP @ EURAM: STRATEGIC PROCESSES AND PRACTICE

Strategic Processes and Practice: Theorizing Strategic Processes and Practices for Sustainability

Proponents:

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Strategy process refers to the flow of actions by which firms' strategy unfolds. It comprises the organizational activities related to formation, implementation and management of strategic issues (Ansoff, 1980; Dutton, Fahey & Narayanan, 1983; Floyd & Wooldridge, 2000; Lechner & Floyd, 2012). Since Mintzberg and Waters (1985), the notion of "emergent strategy" gained momentum. However, research remains scarce (Carter, Clegg & Kornberger, 2008). Chia and Holt (2006, 2009) proposed to adopt a dwelling perspective and invited scholars to conceptualize strategy as relationally co-constructed in situ by organizational members and to acknowledge the unexpectedness of strategy outcomes (Bouty, Gomez & Chia, 2019).

This calls for re-thinking strategy as an ongoing flow where formation and implementation are intertwined. In this perspective, we aim at bringing together socio-organizational and individual levels of analysis (Elbasha & Avetisyan, 2018) to advance our understanding of strategy in its wholeness. Organizational dynamics are endogenous (Hernes, 2014; Tsoukas & Chia, 2002), enacted through everyday actions (Chia, 2004; Chia & Holt, 2006). Understanding the doing of strategy (Vaara & Whittington, 2012) therefore implies re-examining people's agency (Emirbayer & Mische, 1998), as well as considering a wide range of actors and practices (Mantere, 2007; Regnér, 2003; Rouleau, 2005).

This perspective pushes us to reconsider the conceptualisation of sustainable performance in a world struggling with ecological, social and political crisis. Following the topic of EURAM 2021 'Reshaping Capitalism for a Sustainable World', we invite contributions that delve into alternative ways of strategizing in organizations to advance theorizing on strategic processes and practices consistently with the current call from the society to achieve a major turn in the global productive system. The SPP track also values research based on alternative epistemologies such as design sciences (Romme et al., 2015), dwelling worldview (Chia & Rasche, 2015), or pragmatist perspective (Lorino 2018, Avenier, 2010; Bouty, Gomez, & Chia, 2017) to elaborate both relevant and rigorous knowledge (Avenier & Parmentier Cajaiba, 2012). We also value the use of innovative methodology to study emerging strategy at a micro level (Parmentier-Cajaiba & Cajaiba-Santana, 2020).

We invite papers that tackle the following themes:

1. How are ecological and social burdens integrated into daily strategic processes and practices?
2. How do alternative organizations strategize?
3. How do such dimensions as gender / multiculturalism shape contemporaneous strategies?
4. How and when are specific artefacts carriers of strategic practices and/or common good?
5. Widening strategic management literature with different practice lenses
6. Roles and actions of mundane activities within strategic processes

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AUTHORS' GUIDELINES: <https://conferences.euram.academy/2021conference/authors-guidelines-for-full-papers/>

EGOS 2020 SUB-THEME: OPENNESS AS AN ORGANIZING PRINCIPLE



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Openness as an Organizing Principle: Revisiting Diversity and Inclusion in Strategy, Innovation and Beyond

Over the course of the past decade, we can observe a growing trend towards (calls for) greater openness in various organizational contexts such as open innovation, open government, open strategy or open science. To some degree openness has been recast as a programmatic organizing principle, promising not just gains in efficiency (e.g., Chesbrough & Appleyard, 2007) but also in terms of transparency (Ohlson & Yakis-Douglas, 2019), accountability (Whittington 2019) and inclusiveness (Mack & Szulanski, 2017). At the same time, we can observe a growing body of literature on diversity and inclusion that addresses openness in terms of inclusive organizing (Nkomo et al., 2019; Zanoni et al. 2010; Ferdman & Deane, 2014; Mor Barak 2016; Shore et al. 2018). Particularly regarding inclusiveness, however, we see a detachment of research on openness in various organizational contexts (e.g. strategy or innovation) from other scholarly debates on diversity and inclusion that address inclusive organizing as such (for an exception see Dobusch et al., 2019). With this sub-theme we seek to make a connection between these two separate research streams in order to advance our knowledge about inclusion, diversity and open organizing.

We believe that bringing together research on openness in various organizational contexts with research on diversity and inclusion in organizations will help to improve the conceptual foundations of both these fields and will stimulate new integrative insights more generally. While we encourage broad and innovative theorizing, we particularly welcome studies that seek to deliberately engage with more than one stream of literature. Potential research questions to be addressed in submissions to the sub-theme include:

- How inclusive (or exclusive) are various forms of open organizing?
- How do concepts of inclusion in studies on open organizing relate to concepts in the realm of diversity and inclusion?
- How can concepts of openness stimulate research in the field of diversity and inclusion?
- What are the differences and similarities between open and inclusive organizations?
- What are the differences and similarities between relationalist approaches towards organizational forms of inclusion and exclusion and organizational forms of openness and closedness?
- What are ontological, epistemological and theoretical conditions for integrating concepts of open and inclusive organizing? Is there a trade-off between certain forms of inclusion and openness?

EGOS 2020 SUB-THEME: ORGANIZING PLATFORMS: WHAT ARE THE NEW FORMS AND PRACTICES

With the rise of digital technologies, scholars are paying increasing attention to how these technologies are changing the organization of innovation and strategy processes and how organizations use this technology to shape social life more broadly (Haeffliger, 2019; Reischauer & Mair, 2017). Platforms have been at the heart of many debates about how digital technologies shape organizing (Gawer, 2011), crossing disciplinary boundaries between economics, strategy, and organization studies (Ciborra, 1996; Robertson & Ulrich, 1998; Rochet & Tirole, 2003). A recent surge in interest could be attributed to deeper interest in how purpose and value creation extends beyond any one firm to cover ecosystems (Jacobides et al., 2018; Parida et al., 2019); the key questions include when and how platforms add value, what forms they take and what practices they support.

An important line of inquiry examines organizational forms that allow platforms to thrive and innovate. For example, studies of business incubators showcased the challenges and dynamics involved in attaining legitimacy in new institutional settings (Reischauer, 2018; Tracey et al., 2018). Studies of organizations operating a digital platform to connect multiple sides hold specific challenges when connecting value creation with value capture, that is the business model they build, implement and change (Baden-Fuller & Haeffliger, 2013; Haeffliger et al., 2011; Reischauer & Mair, 2018a).

Another important body of research examines practices to organize innovation and strategy processes on platforms. For instance, scholars showcased how narrative practices can be used to construct a steady influx of captivating stories of transformative change vis-à-vis rapid technological change (Dalpiaz & Di Stefano, 2018). Likewise, practices within and targeted at online communities to nurture collaboration have been identified as a key means to innovate and to drive collaborative strategy processes (Garud et al., 2008; Reischauer & Mair, 2018b).

The process of becoming a platform leader is a fundamental challenge to incumbents who need to decide about the level of access and openness when inviting complementors and ecosystem participants, clients as much as competitors. Adoption can be a key advantage of openness and free revealing (Alexy et al., 2013) and tensions require careful management for incumbents who are platform leaders (Wareham et al., 2014).

While research has progressed, there is still much to learn about how to organize with and for platforms as well as how they are organized. To further advance research in an inclusive manner, we invite papers rooted in organization studies, innovation studies, strategy, information systems, philosophy, economics, psychology, and sociology, amongst others. While we specifically seek innovative empirical studies that utilize new data sources, all kind of papers – qualitative, mixed methods, quantitative, conceptual – are equally welcome.

For further information, please follow this link:

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SAP AROUND THE GLOBE: THE STRATEGY-AS-PRACTICE COMMUNITY IN FRANCE

Lionel Garreau

France has been for long a territory for the practice view in organizations. The story says that Richard Whittington got the idea of the Strategy as Practice perspective while attending a conference of Pierre Bourdieu, a French sociologist whose praxeology was thus far mostly used by only a handful of management scholars.

Initial SAP work emerged in France early 2000's, with for example Christophe Torset investigating the participation of managers to strategy in his PhD in 2003, and a collection of individual chapters by several French authors brought together in a dedicated book as early as 2006. Since then, various scholars have developed the SAP perspective by focusing on various facets and objects of the SAP perspective, among which – by alphabetical order – Cécile Belmondo (strategic artifacts), Isabelle Bouty (strategy emergence), Ludovic Cailluet (strategy professionals), Stéphanie Dameron (tensions in strategy practice), Lionel Gareau (strategic sensemaking), Philippe Mouricou (imitation practices), Eléonore Mounoud (discourse and narratives), etc.

The French community has had close relations with various scholars from the SAP community. Richard Whittington visited several institutions (Université Paris Dauphine - PSL, Université de Toulouse, etc.). Eero Vaara held a permanent part time position at EM Lyon, and visited Dauphine several times. As well, Ann Langley spent several months in the mid 2000 at Dauphine and infused a practice / process view of strategy. Linda Rouleau took part in several PhD defenses and took part in the AIMS (Association Internationale de Management Stratégique / International Academy of Strategic Management).

The AIMS association has been the location where many SAP communication emerged. The association seeks to gather French speaking researchers from France, Belgium, Switzerland, Quebec, and many countries in Africa (the main research communities that attend AIMS are located Tunisia, Morocco and Senegal). *M@n@gement*, which is the official journal of AIMS has published various papers in the SAP field between 2010 and 2019.

Moreover, Université Paris Dauphine has hold two SAP workshops in 2012 and 2014. These workshops were aligned with the British Journal of Management special issue on SAP and materiality, of which Stéphanie Dameron was one of the guest editors.

All these elements show that the French SAP community has been dynamic over the last decade. The current challenges that are tackled by young researchers on the field are – among others – the practices of open strategy, strategic practices in hybrid organizations, or the process of practice institutionalization in a field.





Strategizing Activities & Practices

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