



STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

OCTOBER 2021 NEWSLETTER

Inside this Issue

Strategy Committee Report	2
New Program Team 2022	3
AOM 2022: Call for Paper Submissions and PDW Proposals	4-5
AOM 2021: Impressions and Reflections	6-8
Thank You to Outgoing Chair Virpi Sorsa	11
SAP Events	12-13
Recent SAP and SAP-Related Publications	15-17
SAP Research during COVID	18-19
SAP @ SMS	20-21
SAP @ EURAM	22-23
SAP @ EGOS	24-32
Entrepreneurship as Practice Conference	33
Business Simulation Hub	34

Dear SAP Members and Friends,

We hope you will enjoy this latest edition of the SAP newsletter!

The Strategy Practice IG has started an exciting strategy reflection and the Strategy Committee is delighted to share the **new strategy report** with you. It was just recently finalized so please don't hesitate and check out their message and report on p. 2!

In another year without any in-person conference interactions **we now also look ahead** to next year and already focus our attention on the planning and coordination of our IG's program at the AOM 2022. 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. 4 onwards. As a special surprise at this point already, we are very excited to announce that our **keynote speaker 2022 will be no other but Martha Feldman**.

Looking back, it feels like this year's AOM meeting happened just a moment ago. In this newsletter, you will find impressions from this second-ever virtual conference, including reflections on our sixth successful **SAP Doctoral & Early-Career Program** (from p. 7 on), **pictures** from this year's virtual conference activities (p. 6) and a celebration of our award winners (p. 9) and sponsors (p. 10). Moreover, we would like to **thank our Outgoing Chair Virpi** for all her work for the community (p. 11)!

In order to keep your SAP spirits up, we are very happy to invite you to join the next **reading club sessions** (p. 12). Please also remember to embed the new **SAP calendar** (p. 14) into your digital calendar program so that you're always up-to-date on any SAP activities.

This issue also includes a new contribution in our latest newsletter section **SAP research during Covid-19** (p. 18-19) as well as **recent SAP and SAP-related publications** that might be of interest to you (pp. 15-17).

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 tracks at the **SMS** (p. 20 and p. 21) and at **EURAM** (p. 22 and 23), of the SAP-related **sub-themes at EGOS** (from p. 24 on) and on the Entrepreneurship as Practice conference (p. 33).

Best wishes,

Tania Weinfurtnner, Membership Chair
(tania.weinfurtnner@business.uzh.ch)

REPORT OF THE STRATEGY COMMITTEE PUBLISHED

The Strategizing Activities and Practices Interest Group (SAP IG) of the Academy of Management (AOM) increasingly attracts submissions that are grounded in practice theories but do not necessarily shed light on strategy-making. This raises questions about potential strategic directions that the SAP IG might ensue.

In order to gain an understanding of potential directions, the executive leadership of the SAP IG set up a **Strategy Committee**. It consists of: **Katharina Dittrich, Paula Jarzabkowski, Renate Kratochvil, David Seidl, A. Paul Spee** and **Matthias Wenzel**. Among others, the Strategy Committee designed and conducted an “expert workshop”, composed of a diverse set of IG members. Members of the Strategy Committee, then, gained greater clarity about potential directions by engaging in conversations with other stakeholders within and outside AOM. In total, the committee met up with more than 50 scholars within and outside the SAP Community over the course of half a year.

The [report](#) informs the SAP community on the various activities of the Strategy Committee. Building on these activities, the strategy committee has deducted recommendations for next steps to take, observing and reassessing the feasibility of options for the development of the SAP IG on a continuous basis, and exploring the nexuses with neighboring communities.

The work of the Strategy Committee is ongoing. **Please address questions, wishes and comments** to members of the Strategy Committee.

You find the report [here](#). Please feel free to send Matthias Wenzel (matthias.wenzel@leuphana.de) or any other member of the Strategy Committee an email if you have questions or suggestions.



Strategizing Activities & Practices

INTRODUCING YOUR PROGRAM TEAM 2022



Interest Group Chair: Katharina Dittrich



Chair-Elect: Leonhard Dobusch



Program Chair: Eric Knight



PDW Chair: Fleur Deken

2022 SAP INTEREST GROUP PROGRAM: CALL FOR PROPOSALS

Eric Knight, Program Chair

The Strategizing Activities and Practices (SAP) Interest Group invites intellectually bold and stimulating research for submission to the 82nd Academy of Management's annual meeting 2022, scheduled in Seattle, Washington. 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 will business organizations, managers, and stakeholders seek to adapt to what exists or create a world in which we will all be better off together.



The theme of AOM 2022 is “**Creating a Better World Together**” and aims to explore the interactions of businesses and government amidst an uncertain future and world where social structures have been disrupted. 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 role of organizational actors that contribute to creating a better world. From a practice perspective, creating a better world involves foremost identifying practices that constitute and demarcate the impact of managers, business organizations and other stakeholders in contributing towards the intergenerational issues of environmental sustainability and digital disruption. To demystify this new normal, scholars must continue to reflect on their role and what shifts must occur to past structures to tackle these future challenges. The thematic stance of AOM 2022 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 centrality of "Creating a Better World Together" in mind, we strongly encourage the submission of manuscripts that explore future collaboration and cooperation between business organizations, managers, and stakeholders.

Paper and symposia submissions must be made through the AOM Submission System (opens early December 2021). Please carefully review all the submission information and formatting instructions especially before submitting symposia. The scholarly program takes place from Friday, August 5 through Tuesday, August 9, 2022. While the COVID-19 situation remains evolving, the delivery mode this year will be in person as AOM as at 1 September 2021, has lifted the travel suspension for members. Virtual options remain available for those travel restricted.

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](#).

Contact: Eric Knight (eric.knight@mq.edu.au)

AOM 2022: CALL FOR PDW SUBMISSIONS

Fleur Deken, PDW Chair

PRELIMINARY

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 2022 Academy of Management Annual Meeting.

Given that the SAP Interest Group investigates what managers do when they take part in strategy making – both within and across organizational boundaries – **SAP research is well-positioned to shed light on the role of business organizations and managers in “Creating a Better World Together”**, which is the AOM 2022 theme. The theoretical concepts rooted in practice theories, such as paradox, relationality, and dialectics, provide a particularly helpful lens for understanding strategizing for societal challenges such as climate change, health, and inequality. At the same time, however, a focus on a better world requires theoretical advancements in SAP research, such as how radical uncertainty affects strategizing processes and how to organize the participation of wider (external) stakeholders. One way forward is to deepen our engagement with other practice-based scholars, including those studying collaboration, innovation, communication, technology, and institutions. Moreover, a focus on Creating a Better World also invites methodological innovations needed to bridge the traditional SAP focus on local micro-actions to connect to macro-level global phenomena.

Building upon such a reading of the AOM 2022 theme of “Creating a Better World Together”, we specifically invite PDW proposals that connect SAP research across other practice theoretical research streams.

Some possible themes include:

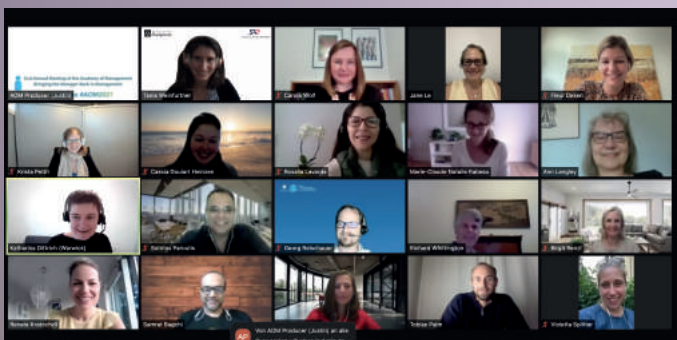
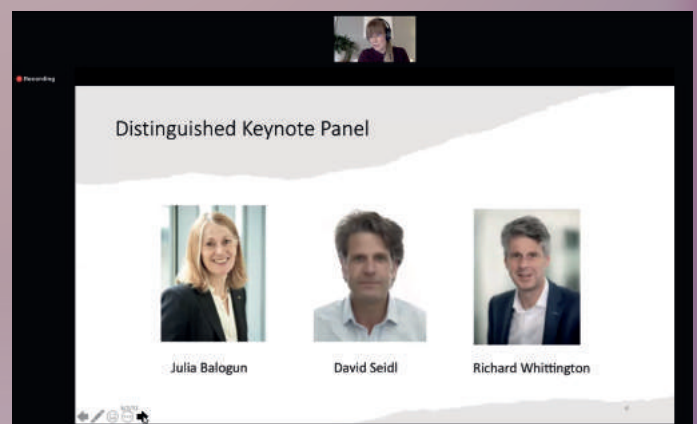
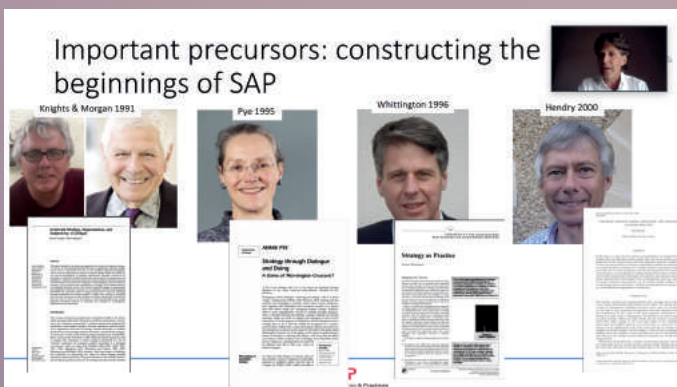
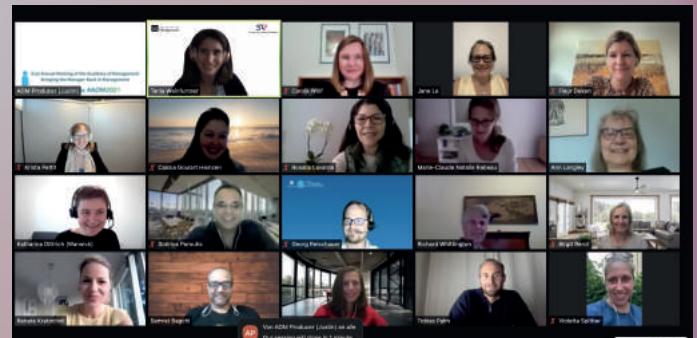
- Comparing, contrasting, or integrating a variety of practice-based approaches and theoretical concepts for understanding strategy-related activities for societal challenges
- Exploring how collaboration and cooperation between heterogeneous actors, including business organizations, public organizations, knowledge institutes, and other stakeholders allows for addressing societal challenges
- Exploring methodological innovations to empirically study how micro-actions relate to meso- or macro-level outcomes
- 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, Aug 5th, and 8:00pm Saturday, Aug 6th 2022**. 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., ENT, OMT, OCIS, ODC, MC, RM, STR, 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, Fleur Deken (f.deken@vu.nl).



IMPRESSIONS FROM AOM 2021



LOOKING BACK: THE 2021 DOCTORAL AND EARLY-CAREER PROGRAM (I)

Seray Ergene, Renate Kratochvil, Madalina Pop, and Lorenzo Skade

This year, the 6th Strategy-as-Practice Doctoral and Early-Career Program took place on Friday, July 30th, during the AOM 2021. During this event, 20 junior scholars from all over the world came together to engage in discussions, workshops, and personal exchange during the second virtual Annual Meeting.

We started our day with a keynote from this year's patron Ann Langley, who provided the participants with an introduction to the SAP community and reflected on the benefits and challenges of publishing interesting SAP research. Throughout the day, the SAP ECP participants had the opportunity to engage in three exciting SAP PDWs: "Bringing the Strategist Back to Practice: Communication Perspectives on Actorhood in Strategizing", "International Early Academic Careers" and the "Qualitative Analysis Boot Camp VI". This diverse program and the commitment of the PDW organizers to design a compelling virtual experience created a fun and interactive way of engaging with SAP members and other communities for the junior researchers. Additionally, the SAP ECP included private mentor-mentee sessions with assigned mentors of the SAP community to create an invaluable networking opportunity for junior scholars.

We would like to extend our thanks to our patron Ann Langley, all PDW organizers, the SAP mentors, our sponsors, and all participants for making this virtual day a real highlight of this year's academy.



We look forward to seeing you in Seattle for the AOM 2022!



University of
Zurich^{UZH}



Strategy as Practice
Study Group



UNIVERSITY OF
LIVERPOOL

Management
School



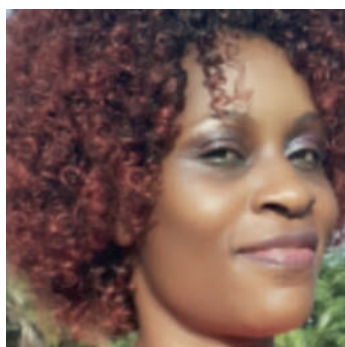
LOOKING BACK: THE 2021 DOCTORAL AND EARLY-CAREER PROGRAM (II)

Participant Feedback from Grace Magama

AOM 2021 “Bringing the Manager Back” was my second conference, the 2020 being my first. I have attended both SAP Doctoral and Early-Career Programs, both have been online. It was very exciting experience and platform to interact with both emerging and seasoned researchers globally.

Firstly, I was endowed with the privilege of interacting with Prof. Ann Langley and I thoroughly enjoyed the Qualitative Analysis Boot Camp that educated me on coding and coming home with themes in a qualitative research study. The international career day was an eye opener as it guided me on how to properly position myself for academic positions globally. Secondly, as an academy member I have had the chance to be in inspiring PDWs and paper presentations that have challenged my research capabilities in a positive way and have changed me positively of which I would like to present a paper in the coming year. Thirdly, I did network with researchers globally and got to know the types of research projects they are currently working on. I also got criticisms on my current project and ways on improving it. Thirdly, I managed to get mentors who have been in the field longer than me to guide me in this lonely journey of research.

Lastly, being at AOM 2021 (Bringing the Manager Back) has given an opportunity to discover other areas that are underexplored and I have met great thinkers, leaders in the field and opportunities to collaborate with other like-minded researchers to advance the field of Strategy as Practice (SAP).



OUR AWARD WINNERS – AOM 2021

SAP Pushing the Boundary Award

"We Get Them Running Through Walls: Strategizing Via an Indignation-Based Moral Battery"

Matthew James Hurst (Warwick Business School)

Davide Nicolini (Warwick Business School)

Rene Wiedner (Warwick Business School)

For "behind the scene" insights on this award paper check out the interview with the authors [here](#).



SAP Best Practice Oriented Paper Award

"Enacted Clock-Time: How Temporal Agency Structures Strategic Activity"

Vikas N. Prabhu (Indian Institute of Management)

For "behind the scene" insights on this award paper check out the interview with the author [here](#).

SAP Best Student Paper Award

"Formulating Strategy for Digital Transformation"

Frederik Schrøder Jeppesen (Aarhus University)

SAP Best Paper Award

"Assessing the Unintended Consequences of Legitimizing Responses to Grand Challenges"

Fannie Couture (University of Sydney Business School)

Paula Jarzabkowski (City University, London)

Jane Kirsten Le (WHU - Otto Beisheim School of Management)

For "behind the scene" insights on this award paper check out the interview with the authors [here](#).



Thank you very much to the award committee that consisted of **Renate Kratochvil** (BI Norwegian Business School), **Christina Wawarta** (Warwick Business School) and **Fleur Deken** (VU Amsterdam).

Outstanding Reviewer Awards: Gary Thomas Burke (Aston University), Fleur Deken (VU Amsterdam), Josh Morton (Leeds University), Ellen Nathues (University of Twente), Anniina Rantakari (University of Oulu)

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



UNIVERSITY OF
LIVERPOOL

Management
School



WARWICK BUSINESS SCHOOL
THE UNIVERSITY OF WARWICK



University of
Zurich^{UZH}



ORGANIZATION STUDIES



Strategy as Practice
Study Group



THANK YOU TO OUTGOING CHAIR, VIRPI SORSA

Katharina Dittrich, Chair

With great appreciation I would like to thank Virpi for her leadership and services to the SAP community at the Academy from 2017 to 2021. I have known Virpi for many years, but got to know her even better during our tenure together in the SAP leadership team. Virpi has shown great calmness and steadfastness in her leadership during the very challenging and turbulent times of the last two years where we had to move the annual meeting from a face-to-face to a virtual program. In these challenging times, her thoughtfulness, thoroughness and fresh perspective were particularly useful and helpful. I have gotten to know Virpi as somebody that is always responsive to questions and requests and that offers a helpful hand, even if she herself is juggling multiple commitments on her side. I am very grateful for the guidance and help she has provided to me and others as we moved into and progressed in our roles in the SAP leadership team, from program chair, to PDW chair to chair. In addition, Virpi is always keen to promote and support junior scholars and she shows great appreciation for the work of our senior scholars in the community. In this way, Virpi has been integral to supporting and advancing the work of SAP members.



Virpi, thank you very much for your outstanding contributions to the SAP IG. We wish you all the best for your future endeavors and we will surely be in touch!

SAP READING CLUB: “BEHIND THE SCENES” SERIES 2021-2022

We are pleased to announce our upcoming events in the **SAP Reading Club** new series in the academic year of 2021-2022: **Behind the Scenes**. In this bi-monthly event, we invite highly accomplished scholars to share their insights and their experiences of publishing qualitative research and surviving reviewing processes.



Writing for practitioners - Eric Knight and Jarryd Daymond, October 20th

In October, we will have Eric Knight and Jarryd Daymond to discuss the process behind their recent publication, co-authored by Sotirios Paroutis, [Design-Led Strategy: How to Bring Design Thinking into the Art of Strategic Management](#) at California Management Review.

In this one-hour interactive session, Eric and Jarryd will share their insights of the impact of writing for practitioners and their tips of managing the reviewing process.

The session is scheduled for 9 pm Sydney (<https://timezonewizard.com/>).

Writing about methods - Anne Smith and Paula O'Kane, December 8th

In December, we will welcome Anne Smith and Paula O'Kane to discuss their recent publication, co-authored by Mike Lerman, [Building Transparency and Trustworthiness in Inductive Research Through Computer-Aided Qualitative Data Analysis Software](#) at Organizational Research Methods.

In this one-hour interactive session, Anne and Paula will share their insights of publishing in a methods journal and their experiences of dealing with the reviewing process.

The session is scheduled for 3pm Eastern US time (<https://timezonewizard.com/>).

Please register your interest [HERE](#) and save the zoom link.

We are looking forward to seeing you all.

Katelynn, Qian, Renate, and Madalina
AOM Strategizing Activities and Practices Interest
Group Interest Group
Community Building Activities

Feel free to contact us:

Katelynn Sell, ksell@wtamu.edu

Qian Li, QLi002@dundee.ac.uk

Renate Kratochvil, renate.kratochvil@bi.no

Madalina Pop, madast@btech.au.dk

INVITATION: VIRTUAL EVENT ON SOCIETAL PLATFORMS

Please join the Knowledge & Innovation Interest Group for this special 90-minute virtual panel "[Societal Platforms: Between Markets and Grand Challenges](#)" on **November 3, 2021** from **10:30am -12:00pm EDT (UTC -4)** on [Zoom](#)*.

The rise of platforms as organizational forms to address grand societal challenges has been exponential across industries, catalyzing manifold stakeholders. Examples such as Amnesty Decoder, Humanitarian OpenStreetMap, and the Collective Awareness Platforms for Sustainability and Social Innovation (CAPSSI) are initiatives where mission-driven platforms create societal impact with collective solutions against sustainability problems. These societal platforms address the UN sustainable development goals—for example, fighting poverty, education, climate actions, and sustainable cities and communities—on a large scale and at speed by orchestrating an ecosystem and creating value for the market and society.

Practice generally highlights that the platforms' philanthropic nature and the pro-social mission determine a very peculiar design and governance for those organizations. Yet, research in the field is still scarce, with pioneering contributions focusing on the mission framing (Rauch and Ansari, JMS 2021), the crowds' role (Selander and Jarvenpaa, AMD 2020) and the institutional boundaries (Logue and Grimes, SMJ 2020).

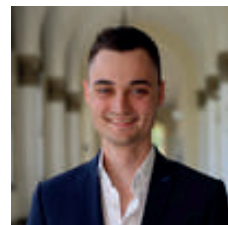
This panel aims to discuss the societal platforms' strategic design and governance to tackle grand challenges. With our panelists, we will debate the **following questions** to understand better the field and develop a research agenda:

- What are the societal platforms' key organizational design features that enable the ecosystem orchestration and the social mission's achievement?
- How do platforms create and capture value to satisfy multiple-goal actors' expectations and generate positive spillovers for society?
- What are the suitable perspectives, disciplines, and methods to study societal platforms?

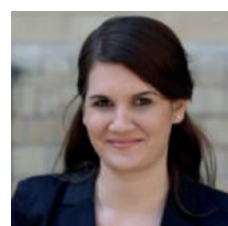
Panelists (in alphabetical order)

- Shahzad (Shaz) Ansari (Cambridge University, UK)
- Carliss Baldwin (Harvard Business School, US)
- Anil Doshi (UCL, UK)
- Dror Etzion (McGill University, CA)
- Gurneeta Vasudeva (University of Minnesota, US)

Organizers (in alphabetical order)



Sebastian
Geiger
LMU
Munich,
DE



Madeleine
Rauch
CBS, DK



Georg
Reischauer
WU Vienna &
Johannes
Kepler University
Linz



Giulia
Solinas
LMU
Munich, DE



*This panel is open to all 2021 & 2022 Members of the Strategic Management Society. You can learn more and join here: www.strategicmanagement.net/home/members/overview

DIGITAL SAP CALENDAR

Lorenzo Skade

What: A central calendar with all SAP-related events and deadlines at one glance

Why: The SAP community spans across the EGOS, SMS, and AOM conferences with various additional events such as (virtual) meetings and webinars. Therefore, it is easy to become confused and lose a clear overview based on many exciting opportunities to interact with others and learn about fascinating SAP research.

Where: You find the Google calendar [here](#) (also available without a Google account)

For your convenience, we recommend that you [embed](#) the SAP calendar into your Google calendar (only available with Google account).



If you have any additional SAP-related events, which could be interesting to other members, please send them to **Lorenzo Skade** (skade@europa-uni.de), who will add them to the calendar.

RECENT SAP PUBLICATIONS



SAP Publications

Author(s)	Title	Journal	Link
Kudesia, Ravi S.	Emergent Strategy from Spontaneous Anger: Crowd Dynamics in the First 48 Hours of the Ferguson Shooting	Organization Science	Full paper
Splitter, Violetta; Jarzabkowski, Paula; Seidl, David	Middle Managers' Struggle over Their Subject Position in Open Strategy Processes	Journal of Management Studies	Abstract
Vuori, Timo O.; Huy, Quy Nguyen	Regulating Top Managers' Emotions During Strategy Making: Nokia's Socially Distributed Approach Enabling Radical Change from Mobile Phones to Networks	Academy of Management Journal	Abstract
Weiser, Ann-Kristin	The Role of Substantive Actions in Sense-making during Strategic Change	Journal of Management Studies	Abstract

NEW BOOK COMBINING SAP RESEARCH WITH SENIOR EXECUTIVE EXPERIENCE ON PLATFORM STRATEGY

SAP researcher **Timo Vuori** and former Nokia top executive **Tero Ojanperä** joined forces to increase understanding of how managers of established firms create platform strategies.

The book combines Vuori's top-tier research (ASQ, AMJ, AMR, SMJ*) with Ojanperä's experiences as Nokia's Chief Strategy Office and CTO and as a co-founder of Silo AI, the largest AI lab in Nordics. The book is likely to be of high value to the SAP community as it shows how strategic actions are shaped by social-emotional, technological, and business-model related considerations. We hope it will inspire theoretical insights and stimulate new research questions.



"Ojanperä and Vuori's Platform Strategy is a unique book. It combines Ojanperä's hands-on experience of a senior executive grappling with the opportunities and threats of platform dynamics and Vuori's path-breaking work on the impact of affect and emotions on senior team action. As a result, Platform Strategy is an amazingly helpful book linking platforms and AI to an incumbent firm's shift in strategy and, in turn, organizational transformation. The uniqueness of this book is that it provides research-based and experience-based insights to help senior executives both think and feel their way through platform strategies. This book belongs on both leaders' desks as well as academics' desks."

Michael Tushman, Professor, Harvard Business School and Author, Lead and Disrupt

"This book provides hands-on guidance on how platform strategies, combined with the forces of data and AI, will create a competitive edge for companies regardless of industry. The authors' combination of research and in-depth experience provides leaders with the sense of urgency needed to be a winner in the future. Regardless of sector, companies will need the confidence to cooperate in smart and open eco-systems and thereby create greater outcomes together with partners. I especially appreciated the human-centric view on leadership and organizational impact to simplify governance and speed up the transformation for the benefits of customers, employees and society at large. Read it!"

Lundstedt Martin, CEO of Volvo Group

* Vuori TO & Huy QN, 2021, Regulating Top Managers' Emotions during Strategy Making, Nokia's Distributed Approach Enabling Radical Change from Mobile Phones to Networks in 2007-2013. Academy of Management Journal. In press. [Winner of Best Paper Award in the Strategizing Activities and Practices Interest Group at Academy of Management Annual Meeting 2018]

Vuori N, Vuori TO, & Huy Q, 2018, Emotional Practices: How Masking Negative Emotions Impacts Post-Acquisition Integration, Strategic Management Journal, Vol. 39, No. 3, pp. 859-893, Special issue on Strategy Processes and Practices

Vuori TO & Huy Q, 2016, Distributed Attention and Shared Emotions in the Innovation Process: How Nokia Lost the Smartphone Battle, Administrative Science Quarterly, Vol. 61, No. 1, pp. 9-52

Healey MP, Vuori T, & Hodgkinson GP, 2015, When teams agree while disagreeing: Reflexion and reflection in shared cognition, Academy of Management Review, vol. 40 no. 3, pp. 399-422

RECENT SAP-RELATED PUBLICATIONS

SAP-Related Publications

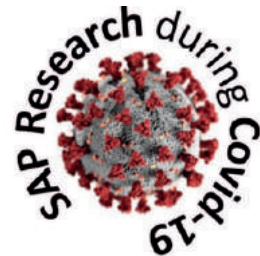
Author(s)	Title	Journal	Link
Jones, Elise B.; Bartunek, Jean M.	Too Close or Optimally Positioned? The Value of Personally Relevant Research	Academy of Management Perspectives	Abstract
Kanitz, Rouven; Huy, Quy Nguyen; Backmann, Julia; Hoegl, Martin	No Change Is an Island: How Interferences Between Change Initiatives Evoke Inconsistencies That Undermine Implementation	Academy of Management Journal	Abstract
Kouamé, Saouré; Hafsi, Taieb; Oliver, David; Langley, Ann	Creating and Sustaining Stakeholder Emotional Resonance with Organizational Identity in Social Mission-Driven Organizations	Academy of Management Journal	Abstract
Neubert, Mitchell J.; Bradley, Steven W.; Ardianti, Rento; Simiyu; Edward M.	The Role of Spiritual Capital in Innovation and Performance: Evidence from Developing Economies	Entrepreneurship, Theory and Practice	Abstract
Raelin, Joe	What Can Leadership-as-Practice Contribute to OD?	Journal of Change Management	Abstract
Raelin, Joe	Leadership-as-Practice: Antecedent to Leaderful Purpose	Journal of Change Management	Abstract

SAP RESEARCH DURING COVID (I)

Communication of Crisis or Crisis of Communication?

The Communicative Co-construction of the Covid-19 Pandemic

Elisa Lehrer, Lorenzo Skade, Yanis Hamdali, Jochen Koch
European University Viadrina



All over the world, scientists and governments are currently challenged to assess and strategically communicate information towards the public to contain the COVID-19 pandemic.

In our research endeavor we investigate the case of the German Robert Koch-Institute's (RKI) crisis communication. Focusing on public health research funded by the German government, the RKI is part of the administrative machinery under the supervision of the German Ministry of Health. The mission of the RKI is to monitor, detect, prevent, and control diseases based on scientific knowledge and practices, to provide a basis for policy decisions within the health sector (RKI, 2020). It is not the legal enforcement of the latter. However, ever since the Covid-19 pandemic unfolded the RKI is faced with the challenge to directly address the public through various press statements (i.e., conferences, briefings, reports, infographics etc.) which has put the organization at the center of the public attention in the fight against the pandemic in Germany.

Spurred by the global outbreak of COVID-19 T., affecting all areas of social and economic life (Brammer, Branicki, & Linnenluecke, 2020) the interest of management and organization scholars into crisis has recently rekindled (e.g., Lee, Lampel, & Shapira, 2020; Wenzel, Stanske, & Liebermann, 2021) while the role of communication in effective crisis management has long been acknowledged by researchers (Hale, Dulek, & Hale, 2005). However, strategy research on crisis has focused more on crisis responses of organizations (Wenzel et al., 2021) as such and therefore neglects the "myriad of micro-processes and practices [...]" (Vaara, Kleymann, & Seristö, 2004, p. 2) constituting these response strategies. Framing crisis communication as mostly reactive and thus, not proactive in a sense that it can "[...] prevent the crisis from triggering a secondary crisis or a chain reaction of other crises" (Lee, 2020, p. 5) by subsequently affecting how stakeholders perceive and behave towards the unfolding of events within crisis (Hale et al., 2005), therefore opens up a gap for further research into strategy research on crisis.

Currently we consider three different pillars to theoretically embed our data. First, we consider pursuing our initial research idea by focusing on the communicative co-construction of crisis by the organization, which we define as the attempt to influence how stakeholders perceive crisis. We thereby broaden our understanding of crisis communication as merely responsive and conceptualize it as practice in the sense that it has the potential to alter stakeholders' behavioral responses that subsequently affect the course of a crisis.

SAP RESEARCH DURING COVID (II)

By taking not only text and talk of the strategic practices into account but also the “[...] sociomateriality of these activities [...]”, we integrate the two streams of discursive SAP research (Kohtamäki, Whittington, Vaara, & Rabetino, 2021, p. 14). Second, we take a closer look into the relationship between informing and persuading. Thereby, we address the challenge the RKI faces as an organization between the poles of science and politics. Third, we consider examining the role of communication in generating discontinuity and thus broaden our understanding of crisis as a continuous process (Williams et al., 2017) and thus contribute insights to continuity as a main theme of practice theories (Seidl & Whittington, 2021).



References

- Brammer, S., Branicki, L., & Linnenluecke, M. K. (2020). COVID-19, Societalization, and the Future of Business in Society. *Academy of Management Perspectives*, 34(4), 493-507.
- Hale, J. E., Dulek, R. E., & Hale, D. P. (2005). Crisis Response Communication Challenges: Building Theory From Qualitative Data. *The Journal of Business Communication* (1973), 42(2), 112-134.
- Lee, S. Y. (2020). Stealing thunder as a crisis communication strategy in the digital age [Article]. *Business Horizons*, 63(6), 801-810.
- Lee, G. K., Lampel, J., & Shapira, Z. (2020). After the Storm Has Passed: Translating Crisis Experience into Useful Knowledge. *Organization Science*, 31(4), 1037-1051.
- Kohtamäki, M., Whittington, R., Vaara, E. & Rabetino, R. (2021). Making connections: Harnessing the diversity of strategy-as-practice research. *International Journal of Management Reviews*, n/a, 1– 23.
- RKI. (2020). Das Robert Koch-Institut. *Robert Koch-Institut*. Retrieved December 29 from https://www.rki.de/DE/Content/Institut/institut_node.html
- Seidl, D. and Whittington, R. (2021), How Crisis Reveals the Structures of Practices. *Journal of Management Studies*, 58 (1), 240-244.
- Vaara, E., Kleymann, B., & Seristö, H. (2004). Strategies as Discursive Constructions: The Case of Airline Alliances. *Journal of Management Studies*, 41(1), 1-35.
- Wenzel, M., Stanske, S., & Liebermann, M. B. (2021). Strategic responses to crisis. *Strategic Management Journal*, 42(2), O16-O27.
- Williams, T. A., Gruber, D. A., Sutcliffe, K. M., Shepherd, D. A., & Zhao, E. Y. (2017). Organizational Response to Adversity: Fusing Crisis Management and Resilience Research Streams. *Academy of Management Annals*, 11(2), 733-769.

SAP @ SMS 2022: STRATEGY PRACTICE IG CALL FOR PROPOSALS

SMS 2022: “Innovating Strategy for an Open World”



Matthias Wenzel,
Associate Program Chair

Dear colleagues,
As the theme of next year’s SMS Annual International Conference in London conveys, the conference will provide a vibrant forum for debates around open strategy, among others. In fact, open strategy has become a key theme in research on strategy as practice. Therefore, in addition to submissions that shed light on the practice of strategy-making in general, the SMS Strategy Practice IG welcomes submissions that are particularly interested in the activities, tools, and methods through which open strategy is practiced. You find the track description below. We hope for your submissions!



Track Description of the Strategy Practice IG

The Strategy Practice Interest Group explores the activities through which actors make strategy. Thus, the interest group is interested in the myriad of activities, methods, and tools that actors perform in the doing of strategy-making, and how such “strategy work” contributes to organizational outcomes as well as the broader institutional environment in which it is embedded. Over the years, strategy practice has increasingly become more transparent and inclusive. Amongst other things, this manifests in the growing use of digital tools for sharing information about the firm’s strategy more openly, and the more widespread adoption of agile methods for enabling stakeholders outside the circle of corporate elites to contribute to strategy-making. Despite the ever-growing prevalence of transparency and inclusion in strategy-making, the tools and methods for enabling transparency and inclusion in the strategy process as well as their outcomes remain poorly understood. Therefore, while embracing all contributions that are aligned within the Strategy Practice Interest Group’s interests, we particularly seek conceptual and empirical submissions from academics, executives, and consultants that engage with questions related to “open” tools, methods, and practices in strategy-making; ones that enable, produce, and recreate transparency and inclusion in the strategy process.



Submission deadline: **February 21, 2022**

SAP @ SMS 2022: THEME TRACK ON OPENING UP STRATEGY RESEARCH

Theme Track C: Opening up Strategy Research

Convenors:

- Shaz Ansari, University of Cambridge, UK
Email: s.ansari@jbs.cam.ac.uk
- Madeleine Rauch, Copenhagen Business School, DK
Email: mra.si@cbs.dk



We invite empirical and conceptual submissions to help us sharpen our understanding of how strategy research can be opened up to new communities, setting new agendas, and exploring new contexts (e.g., tough contexts like warzones, climate extremes, less developed economies, and other less traditional strategy contexts). For example, how can the interests of diverse stakeholders in strategy (e.g., employees, locals, social movements, ESG investors, governments) be incorporated into theories and frameworks that have been traditionally orientated towards (financial) performance? How can we re-conceptualize strategy in a more inclusive and open way? How can strategy research accommodate growing institutional and cultural diversity as new regions make increasing impact on the world? How can established research open themselves up to previously marginalized groups, communities, cultures, and values? How should strategy research open up intellectually and empirically for example by incorporating innovative concepts (e.g., indigenous concepts) to help us in understanding strategy in an inclusive and different way? We encourage studies from a broad spectrum of theoretical and methodological backgrounds addressing these exemplary questions (and beyond) on how an open world raises new requirements for diversity, equity, and inclusion in strategy research.

URL: <https://www.strategicmanagement.net/london/call-for-proposals/call-for-proposals>



SMS 42ND ANNUAL CONFERENCE
LONDON
SEPTEMBER 17-20, 2022

SAP @ EURAM 2022: STRATEGIC PROCESSES AND PRACTICE (I)

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

Propononents:

- Aura Parmentier Cajaiba, Université Cote D'azur, FR
Email: aura.parmentier@univ-cotedazur.fr
- Isabelle Bouty, Université Paris Dauphine Psl, FR
Email: isabelle.bouty@dauphine.psl.eu
- Tamim Elbasha, Audencia Business School, FR
Email: telbasha@audencia.com



Short description:

The SPP track aims to bring together organizational and micro levels of analysis to advance our understanding of strategy in the making (Chia & Holt, 2009). Previous research studied strategy with a practice lens and since then (Whittington, 2003) research on the emergent side of strategy (Mintzberg & Waters, 1985) remains scarce (Carter, Clegg, & Kornberger, 2008). Pieces studying strategy emergence investigated mainly discursive and socio-material practices, but other dimensions could be included too. We therefore invite innovative contributions to inform and theorize the emergent side of strategy, at a time in need of deep engagement to realise sustainability.

Long description:

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 & 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).

SAP @ EURAM 2022: STRATEGIC PROCESSES AND PRACTICE (II)

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 performance in a world struggling with ecological, social and political crisis. Following EURAM 2022's topic "Leading the Digital Transformation", we invite contributions that delve into ways to strategizing in organizations to advance theorizing on strategic processes and practices consistently with the current call from the society to achieve grand challenges (George, Howard Grenville, Joshi & Tihanyi, 2016), and to delve into how digital may be consistent with those.

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 Cajasiba, 2012). We also value the use of innovative methodology to study emerging strategy at a micro level (Parmentier Cajasiba & Cajasiba-Santana, 2020).

We invite papers that tackle the following themes:

1. How do alternative organizations strategize in a digital age?
3. How do such dimensions as gender/multiculturalism can be fairly integrated in AIs?
4. How and when are specific digital artefacts carriers of strategic practices and/or common good?
5. Widening strategic management literature with various practice lenses
6. Roles and actions of mundane activities within digital era

URL: <https://conferences.euram.academy/2022conference/sig-13-strategic-management-sm/>



EGOS 2022 SUB-THEME: DIGITALIZING STRATEGY AND SOCIETAL CHALLENGES

Sub-theme: Digitalizing Strategy and Societal Challenges

Contributors

- Thomas Gegenhuber, JKU Linz, AUT and Leuphana University Lüneburg, DE
Email: thomas.gegenhuber@leuphana.de
- Julia Hautz, University of Innsbruck, AT
Email: julia.hautz@uibk.ac.at
- Krsto Pandza, University of Leeds, UK
Email: K.Pandza@leeds.ac.uk



We envisage this sub-theme as a forum to explore the interplay between digitalization, grand societal challenges and strategy practice.

We, therefore, call for empirical or conceptual papers addressing following research themes particularly:

- Digitally-enabled strategy processes and practices for addressing grand social challenges
- Strategizing in digitally-enabled new organizational forms
- Role of digital technologies and practices such as AI or big data in strategizing processes
- Inter-organizational strategizing and collaborative processes of strategy formulation and implementation (characterized by organizational and institutional diversity)
- The effects of inhabiting digital technologies in actors' daily practices on underlying behavioral, political, discursive, and cultural foundations of strategy-making
- Comparison of 'traditional' and digitally-enabled, seemingly less hierarchic and open approaches of digital strategy-making as well as multi-level analysis of strategizing efforts
- The (un)-intended consequences of digital strategizing

For more **information** see: https://egos.org/2022_Vienna/General-Theme.

Deadline for short papers: TBA (usually early January, if accepted, submission of full paper by mid-June)

EGOS 2022 SUB-THEME: NEW STUDIES OF BUSINESS ELITES (I)

Sub-theme: New Studies of Business Elites: Imperfection Writ Large?

Convenors:

- Maja Korica, Warwick Business School, UK
Email: maja.korica@wbs.ac.uk
- Brooke Harrington, Copenhagen Business School, DK
Email: bha.ioa@cbs.dk
- Stewart Clegg, University of Technology Sydney, AU
Email: stewart.clegg@uts.edu.au



Business elites can be defined as “the possessors of power and wealth and celebrity [...] whose positions enable them to transcend the ordinary environments of ordinary men and women, [their decisions] having major consequences” (Mills, 1956: 13, 3-4). This includes senior organizational leaders, often coterminous with owners of capital. Investigating them involves examining resources they control, positions this enables, and other forms of capital this facilitates. It means “studying power and inequality – from above” (Khan, 2012: 362).

Such examinations are acutely timely. Business elites figure prominently in the rise of economic inequality to levels not seen in a century (Khan, 2012): globally, a group of 2,153 billionaires—many of whom are corporate leaders—have more wealth than 4.6 billion people. This wealth distorts democratic processes through outsized influence on elections and law-making (Harrington, 2016). Recent examples include the US\$60 million offshore “war chest” created by American financier Robert Mercer to fund the Trump and Brexit campaigns of 2016, or the US\$8.8 donation Amazon.com made to politicians running in the 2020 US elections. The consequence has been elite capture of many state institutions, paid off in lack of punishment for increasingly brazen displays of impunity in the face of laws and social norms: several of the same people who escaped consequences after exposure in the Panama and Paradise Papers made headlines again this year for refusing to wear masks during the pandemic. The elites of today represent “a noblesse without the oblige” (Harrington, 2020).

EGOS 2022 SUB-THEME: NEW STUDIES OF BUSINESS ELITES (II)

Despite the sweeping implications of these findings for organizations, management and the political economy, dedicated studies of business elites remain relatively rare in our field. Where empirical work has been done on chief executives, top teams and boards, it has seldom been situated within the broader elites literature. The effect is a narrowing of such works' explanatory scope and a reduction of its potential for inter-disciplinary relevance, as well as a lessening of scholarly capacity to gain broader societal resonance at this critical time. Our aim is thus to highlight the potential of management and organization studies to make more wide-ranging contributions.

The sub-theme thus aims to address themes like:

- Connections between past and present business elites, e.g., the transition from wealth based on earlier trade in human bodies and addictive drugs to the role of Modern Slavery and contemporary pharma-capitalism
- Novel emerging forms of capitalism sustaining elites; class formation and dissolution
- Different and contrasting understandings of elite belonging ('are we really elite?')
- Different analytical foci, e.g. resources, individuals, relations, consumption, power
- Reproduction of business elites: rituals, symbols, spaces, gestures, speech, structures
- Gatekeeping and purposeful invisibility, e.g., role of mediators like wealth managers and family offices, geographical distancing, doomsday 'prepping'
- Consequences of elite activity, from impact on education, media and public life, to state income tax, inequality and corporate concentration, and revolving doors
- Gender, race and other expressions of diversity; the challenges of inclusion
- Studying elites practically: access, diversity in methods, interdisciplinarity



EGOS 2022 SUB-THEME: “ORGACHINES?!” (I)

Sub-theme: “Orgachines?!“ Organizational Decision-making and Machine Algorithms

Convenors:

- Ann-Christine Schulz, FH Wien der WKW, AT
Email: ann.schulz@fh-wien.ac.at
- Martin Gersch, Freie Universität Berlin, DE
Email: martin.gersch@fu-berlin.de
- Wolfgang H. Güttel, TU Wien, AT
Email: wolfgang.guettel@tuwien.ac.at



Digital transformation is currently among the number one concerns of decision-makers in organizations (Trabizi et al., 2019). Over the past two decades, constant technological progress has enabled the digitalization of products and processes and facilitated the emergence of new business models, value propositions, forms of organization as well as organizational identities (Wessel et al., 2021; Yoo et al., 2010). Computer algorithms, machine learning and artificial intelligence (AI) increasingly support or even substitute human decision-processes (Hanelt et al., 2020, Meske et al., 2020; Vial, 2019). Organizations use such algorithms and AI associated technology, for example, in their search processes for suitable applicants and future employees, for financial transactions and forecasting processes as well as for scheduling complex logistic tasks (e.g., Kellogg et al., 2020; von Krogh, 2018). Thus, technological development increasingly interweaves humans, organizations, and machines. Is there an emergency of orgachines if organizational decision-making relies nearly equally on human intelligence (e.g. knowledge and experience), organizational intelligence (e.g. rules and procedures) and on artificial intelligence (e.g. algorithms and big data)?



In this sub-theme, we explore how new digital technologies, computer algorithms or AI have started to increasingly impact problem solving and decision-making in organizations – key activities of organizations (Brusoni, 2005; Miron-Spektor et al., 2018; Nickerson & Zenger, 2004). While these technologies may accelerate and broaden the ability to make more accurate decisions, especially in predictable areas (Berman, 2012; Glikson & Woolley, 2020; Kellogg et al., 2020) they also delimit the space for freedom, creativity, and flexibility in human decision-making and restrict tolerance, intuition and improvisation, which are necessary for organizational development. Research on heuristics (Loock & Hinnen, 2015) or simple rules (Bingham & Eisenhardt, 2011) has investigated individual and organizational decision-making. However, these streams of literature have not yet built the bridge to algorithms that are embedded into organizations' IT-systems. Only recently, scholars have begun to explore how organizations deal with AI, but have not explicitly delved into the complex interplays between AI, decision-makers, and organizations in the context of problem solving and decision-making (Keding, 2021). Thus, research on the interplay between new digital technologies and decision-making in organizations is still in its infancy (Murray et al., 2021).

EGOS 2022 SUB-THEME: “ORGACHINES?!” (II)

Because of the high relevance of the topic and urgent practical questions that emerge in various industries (e.g., questions surrounding autonomous vehicles or AI-based medicine), we call for research that investigates how algorithms such as AI, but also other digital technologies, influence organizational problem solving and decision making. It is the explicit aim of this sub-theme to bridge research of strategic management, organization, and innovation management.



Specifically, we invite contributions that address (but not exclusively) the following questions:

- How do algorithms and digital technologies affect decision-makers and their behavior in organizations, especially in the context of decision-making and problem solving?
- How will the interplay between individual heuristics, organizational rules, and IT-based algorithms affect organizational decision-making and development?
- How do managerial and organizational heuristics help to utilize the potential of AI but at the same time also hedge possible threats that follow from the emergence of powerful digital technology?
- How do algorithms, AI and machine learning affect risk-taking, trust, commitment, and culture in organizations? Which tensions arise on different levels of analysis?
- How does predictive technology impact problem formulation, search processes and tendencies for short-term vs. long-term decisions?
- How do algorithms, AI and other digital technologies impact valuations at the capital and impact organizational decisions?
- Which ethical aspects arise with decision-making in organizations in the context of digital transformation? And which institutional dynamics might emerge?

We invite and encourage submissions that address the broad subject of organizational decision-making in the era of digitalization and deal with (but are not limited to) the following topic areas: Organizational decision-making, strategic decisions, managerial myopia, heuristics, problem formulation and solving, routines, aspiration levels and forecasting, organizational learning, tensions, dualities, contradictions, paradoxes and related concepts and fields. Contributions may be theoretical-conceptual or empirical. All kinds of quantitative or qualitative empirical settings (e.g., longitudinal studies, process studies, secondary data analyses, case studies, surveys, experiments, actor-centered measurements) are appreciated. We also encourage multi-level analyses of the topic at hand. We aim to create a platform for scholars with various backgrounds to engage in this core field of organization studies.

More Information: https://www.egos.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1630409885853&subtheme_id=1604725621045

EGOS 2022 SUB-THEME: ORGANIZATION AND TIME

Sub-theme: Organization and Time: Time as X and X as Time

Contributors

- Blagoy Blagoev, Technical University Dresden, DE
Email: blagoy.blagoev@tu-dresden.de
- Melissa A. Mazmanian, University of California, Irvine, US
Email: mmazmani@uci.edu
- Mar Pérezts, emlyon business school & OCE Research Center, FR
Email: perezts@em-lyon.com



Questions related to time and temporality have moved from the periphery to the core of organization studies, approaching organizational **phenomena as temporal(ized)**, i.e., as constituted in and through time.

This ongoing shift has inspired us, in this fourth sub-theme of the [EGOS Standing Working Group \(SWG\) 01](#), to push the boundaries of how we think about organization and time, how we conceptualize their interconnections, and how we explore them empirically. We aim to do so by opening up the possibilities with “Time as X and X as Time”, where our understanding of ‘X’ is enhanced by viewing it through a temporal theoretical and/or empirical lens, and conversely, where our understanding of time can, in turn, be enriched by what ‘X’ brings to the conversation. For example, one could imagine generative papers taking the perspective of “Power as Time and Time as Power;” “Time as Structure and Structure as Time;” “Time as History and History as Time;” or “Time as Affect and Affect as Time.” That said, we are interested in all papers that take expansive and empirical perspectives on time in and around organizations.



Overall, **we expect papers** in this sub-theme to showcase the centrality of time across a wide range of organization theories (i.e., how time can become a more central element in organizational studies as a whole) and phenomena (i.e., what is gained by temporalizing our understanding of organization and organizing). In addition to pursuing the established scholarly work on the importance of time in well-trodden areas such as strategic change, historic and process perspectives, totalizing work regimes and overwork, we would welcome novel and less common lenses. We particularly value and encourage submissions that tackle unconventional, provocative, and challenging questions or approaches, in order to bring a whiff of fresh air while reflecting on time down ‘roads less travelled by’, to echo Robert Frost’s poem.

Please check the full call for papers on the EGOS website [here](#).

EGOS 2022 SUB-THEME: ROUTINE DYNAMICS, AGILITY AND INNOVATION

Sub-Theme: Routine Dynamics, Agility and Innovation

Convenors:

- Brian T. Pentland, Michigan State University, US
Email: Pentland@broad.msu.edu
- Christian A. Mahringer, University of Stuttgart, DE
Email: Christian.mahringer@bwi.uni-stuttgart.de
- Birgit Renzl, University of Stuttgart, DE
Email: Birgit.renzl@bwi.uni-stuttgart.de



We invite scholars to join us in asking how Routine Dynamics can help organizations escape from the tyranny of perfection and embrace imperfection to innovate. Rather than conceptualizing routines as stable entities, Routine Dynamics has shown that routines are processes that are flexibly enacted depending on the needs of particular situations. Hence, this perspective has come closer to the imperfect reality of organizational life by showing that actors do oftentimes not follow seemingly perfect representations, and that they need to adapt routine performances to the situation at hand. Through these dynamic processes, actors can innovate as they connect different routines, adapt the patterns of routines in situ, and reconfigure routines.

The sub-theme invites scholars from different communities, such as organization theory, strategy, sociology, information systems, and design, to examine how routines help actors break with the tyranny of perfection and how they can embrace imperfection to innovate. We particularly value empirical papers that take different perspectives on this issue.

We welcome submissions on the following topics, as well as topics that relate to Routine Dynamics more generally:

- Do routine participants strive for perfection when they innovate or is imperfection a driver of innovation, and how do routines support or inhibit this process?
- Do new forms of organizing break with the tyranny of perfection or accomplish perfection differently?
- How do routine participants envision and recreate the future?
- How does multiplicity relate to innovation? How can we find perfection in multiplicity?
- How do we design novel routine patterns? What is the role of perfection and imperfection in designing such patterns? How can routine design break with the tyranny of perfection?

EGOS 2022 SUB-THEME: THE ROLE OF EMOTIONS AND EMBODIMENT IN EXTREME CONTEXTS (I)

Sub-theme: The Role of Emotions and Embodiment in Extreme Contexts

Convenors:

- Anja Danner-Schröder, TU Kaiserslautern, DE
Email: anja.danner-schroeder@wiwi.uni-kl.de
- Markus Hällgren, Umeå University, SE
Email: markus.hallgren@umu.se
- April L. Wright, The University of Queensland, AU
Email: a.wright@business.uq.edu.au



The aim of this sub-theme is to explore how and why emotions and embodiment are central to our understanding of operating in extreme contexts. In brief, ‘extreme contexts’ are settings where people face persistent existential threat that may exceed their abilities to manage (cf. Hannah et al., 2009: 898). Whereas the consequences of such threat often are negative, for example, the loss of human life; the outcome may also be positive, e.g. new knowledge and innovations. Emotions and embodiment are salient for operations since the wrong move may get someone hurt or killed, and the senses matter for interpreting the situation. Theorizing about the role of emotions and embodiment in extreme contexts can be generative for moving the literature forward, for example, in sensemaking, organizational routines and the microfoundations of institutions. Embracing the “turn to affect” in MOS (Gherardi, 2017) will advance our knowledge of what a skillful performance in extreme contexts, as well as in conventional, contexts, is about. More broadly, the sub-theme aims to open up a dialogue on how to conceptualize extreme contexts for the purpose of integrating and consolidating the fragmented literature (see, for example, Bundy et al., 2016; Hällgren et al., 2018; Williams et al., 2017).

EGOS 2022 SUB-THEME: THE ROLE OF EMOTIONS AND EMBODIMENT IN EXTREME CONTEXTS (II)

Suggested research questions include, but are not limited to:

- What is the impact of basic emotions like fear, anger, disgust, happiness, sadness and surprise - as well as moral emotions like pride, empathy, moral anger, betrayal and, shame - on the people and organizations in extreme contexts?
- What triggers emotional responses for actors in extreme contexts, the processes through which these emotions motivate individual and collective action responses, and the outcomes of these actions for 'organizing' in extreme contexts?
- When and how do extreme contexts elicit more intense emotional experiences for actors working in them compared to workers in non-extreme contexts?
- To what extent is an actor's emotional experience in extreme contexts individually experienced and transient or shared and enduring, and what are the implications of the scope of these emotional responses for organizing?
- What is the interplay between actor's embodied experience of risk in an extreme context and the cognitive and affective evaluations of known risk, unknown risk and uncertainty? Consideration could also be given to how and when auditory, visual and tactile sensations are more intense in extreme contexts and the implications of this for organizing work and workers.
- How do managers in extreme contexts deal with the emotional tension between feeling responsible for what is happening and the need to also distance themselves from the situation at hand to be able to function effectively?
- How does the regulation of emotions play out in extreme events?
- What is the role of boredom in extreme contexts?
- What is the role of sensory knowledge for interpreting sensemaking in extreme contexts?

For sub-theme related activities, please see www.organizingextremecontexts.org.



ENTREPRENEURSHIP AS PRACTICE CONFERENCE

Save the Date

7th Annual Entrepreneurship as Practice Conference and PhD symposium
4 – 8 April 2022

Location still to be determined, but likely in person and hosted by VU Amsterdam.

Abstract for the Paper Development Workshop are due **January 16, 2022**. You do not have to submit an abstract to participate in the conference or PhD symposium.



Weblink to the Save the Date: [Entrepreneurship as Practice - 7th EaP Conference April 2022](#)

Inquiries can go to entaspractice@gmail.com

UPDATE YOUR STRATEGY TEACHING WITH THE BUSINESS SIMULATION HUB!

Henri Schildt

BUSINESS SIMULATION HUB

The last year has seen a massive shift in teaching online. Digitalization has also brought a new wave of business simulations that provide students with interactive experiential learning. Adopting a simulation can help engage students, create vibrant discussions, organize groupwork, cut down pre-readings, and increase student satisfaction.

A new comprehensive directory, Business Simulation Hub, seeks to be a place for professors to find suitable simulation products and share experiences. We hope to list all business simulation products, including a number of free ones.

The Hub, developed by Henri Schildt (Aalto University) aims to help aspiring simulation developers and established companies promote their new simulations more easily. With the advent of powerful development tools, creating an interactive simulation is hardly more difficult than writing a case study. In the future we also hope to publish guides for incorporating simulations into different kinds of course syllabi, incorporating simulation exercises in executive education programs, and developing your own simulations.

Look for ways to update your courses or just get inspired at <https://bsimhub.com/> !



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)

PDW Chair: Fleur Deken — Vrije Universiteit Amsterdam (f.deken@vu.nl)

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

Membership Chair: Tania Weinfurter — University of Zurich (tania.weinfurter@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)

PLEASE GET IN TOUCH & VISIT US @

<http://sap.aom.org/>