




# STRATEGIES, ACTIVITIES & PRACTICES INTEREST GROUP

## APRIL 2019 NEWSLETTER

### Inside this Issue

|   |    |
|---|----|
|  to our members: Webinar series | 2  |
| AOM 2019: Update from the program and PDW chairs  | 3  |
| SAP's doctoral program 2019   | 5  |
| Sneak preview: Selected PDWs at the AOM 2019  | 6  |
| Meet & Greet 2019: SAP meets ENT  | 9  |
| Upcoming elections  | 10 |
| Video material and impressions from AOM 2018  | 14 |
| Reflections on the last SAP-R in London   | 16 |
| Recent publications   | 17 |
| EGOS Community Day 2019   | 18 |
| Special Issues  | 19 |
| SAP around the globe: A 'drop-in' to the idea of regional hubs  | 22 |
| News from our members   | 25 |
| Sponsoring opportunities  | 27 |

Dear SAP Members,

Welcome to the April 2019 Newsletter for SAP!

We are proud to announce a **brand-new service to our members**: The new webinar series will allow you to connect to some of our most distinguished scholars—wherever you are located (see page 2)! In this issue, we also provide you with a sneak preview of **the SAP program** at the AOM meeting in Boston this year (page 3) as well as with some initial information on the many other activities that are planned as we look forward to the AOM conference, such as our **Doctoral and Early Career Program** (page 5), selected **PDWs** that require pre-registration (from page 6 on) and, our successful **Meet & Greet** (page 9), this year together with our friends from the entrepreneurship division. If you like to get an idea of our activities and sessions at the AOM meetings, you can **check out our video material from AOM 2018** and some impressions from last year's keynote (page 14 and 15).

Paul Spee compiled for us the most important information on **this year's elections**, which opened just yesterday (see page 10). Please don't miss the chance to vote on your preferred candidates! We are also proud to announce some **recent publications** that might be of interest to all of you (page 17). Beyond the Academy, our fifth **Community Day at EGOS** will provide us with the opportunities to advance our work and (re-)unite for collegial and social opportunities (don't miss the deadline for registration, see page 18). Finally, we are pleased to revive the **SAP around the globe** section with a 'drop-in' to the idea of regional hubs (page 22).

Thank you for your interest in our newsletter—without your active participation, SAP will always be much less than it could be. Please pass this newsletter on to colleagues and friends, and invite them to participate with you in the many planned SAP activities.

Your Publishing Team

**Violetta Splitter** (violetta.splitter@uzh.ch)

**Charmaine Williamson** (chammie@vodamail.co.za)

# NEW SERVICE TO OUR MEMBERS: WEBINAR SERIES

Matthias Wenzel

The webinar series is a new initiative for scholars and practitioners interested in strategy practice with the aim to

- Introduce the foundations of SAP
- Clarify core SAP issues



*The webinars will be* Live on air and freely accessible on [the SAP YouTube channel](#)

You will find each webinar under „Videos“. When the webinar goes live, it will start automatically. Feel free to ask questions in the comments section below the livestream!

*Questions? Email Matthias Wenzel: [mwenzel@europa-uni.de](mailto:mwenzel@europa-uni.de)*

## Planned webinar sessions:



*Paula Jarzabkowski*

**May 21, 5 pm UTC**

“What is strategy-as-practice as an approach to strategy research?”

*Richard Whittington*

**June 3, 5 pm UTC**

“Micro and macro in SAP research”



*David Seidl*

**July 11, 5pm UTC**

“Strategy workshops and meetings”



## UPDATE FROM THE PROGRAM AND PDW CHAIRS— ENROUTE TO BOSTON 2019

The preparation of the scholarly program for the Academy of Management Annual Meeting in Boston is ongoing and the letters of acceptance/rejection as well as the letters for the Best Paper Proceedings have been sent to those who submitted their work to the Strategizing Activities and Practices Interest Group. Congratulations for all of those who will present their research in Boston! We are very delighted about the quality of work that scholars within the SaP community submitted to Boston. We will have a very interesting scholarly program that includes research focusing on this year's theme "Inclusive organizations" from the Strategy as Practice perspective as well as themes such as strategy tools, emotions, emerging organizations, space, and middle managers, to name a few. The Interest Group will also sponsor three Symposia: 1) *Inclusive Strategy: Opening Strategy to the Middle, Below and Beyond*; 2) *Digital Strategizing: Crafting Strategy in the Age of Platforms, Ecosystems, and Online Communities*; 3) *Expanding social theory: implications for management, strategy, and organization studies*. We have also a number of co-sponsored Symposia in the program that offer further opportunities for our members to learn about research methods, theories, and phenomena related to Strategy as Practice.

Thanks to our active members, the SAP IG can also offer a **range of hands-on PDWs** that will help to build important skills and knowledge in the area of SAP research and teaching. The PDW program takes place Friday and Saturday, preceding the main program. This year, the majority of PDWs are methods oriented, including our well-known and highly popular "Qualitative Analysis Boot Camp", the fourth in a row (make sure to sign up early as spaces are limited). In addition, on Friday we will have a PDW on "Designing practice research in strategic change" and on Saturday we will explore how to "Use topic modeling, visual artefacts, and ethnography to understand strategic concepts" and "Visualization Tools and Techniques in Strategy Research."





## UPDATE FROM THE PROGRAM AND PDW CHAIRS—CONTINUED



In terms of hot topics, the PDW on “Open Strategy: Practices and Perspectives” will cover one of the most important themes in contemporary SAP research. Our annual career PDW aimed to support our members throughout their careers will focus on “Succeeding in the international academic job market” this year. Lastly, we will also have our popular teaching PDW again this year on “Teaching the Practice of Strategy: Innovative Approaches and Tools.” Besides SAP organized PDWs, there are **8 PDWs co-sponsored by SAP** that we warmly recommend for the members of our community. We highly recommend signing up early for those PDWs that require pre-registration as they tend to over-scribed.

We are also happy to announce that John van Maanen, well known author of numerous books and articles, and an important writer and teacher for the Strategy as Practice community because of this influential ethnographic work in both public and private organizations, will be the Keynote speaker in Boston!

Virpi Sorsa (Program Chair) and Katharina Dittrich (PDW Chair)



# SAP'S ANNUAL DOCTORAL AND EARLY CAREER PROGRAM @ AOM 2019!

Katelynn Sell, Seray Ergene, and Christina Wawarta

For the past three years, we have hosted **Doctoral and Early Career Scholars** during a **one-day event** featuring engaging and exciting PDWs for our participants. Each year we have received a tremendous amount of positive feedback! We are therefore delighted that we will organize the program again for Boston this year. Yet again, it will include **3 handpicked PDWs** and a **Q&A session with our Patron**, a senior SAP scholar. Participants will also have the opportunity to attend the **Official SAP Dinner for free!**

**This year's PDWs of the SAP Doctoral & Early Career Program:**

- Qualitative Analysis Boot Camp IV: Working with Different Types of Data
- Designing Practice Research in Strategy Change
- Succeeding in the International Academic Job Market

**“The program was a great mix of panels that provided valuable insight and hands on activities that allowed me to engage with leading SAP researchers and learn many new skills that I can use as I progress in my career.”**

2018 Participant

The program is open to anyone in the early stages of their academic development that is interested in the SAP research agenda and methodologies. Participants will be required to complete some pre-work in preparation for the PDWs, such as a short project description.



2018 ECP Cohort



## HOW TO APPLY

Apply early! Applications are now open and will be accepted until **June 14, 2019**.

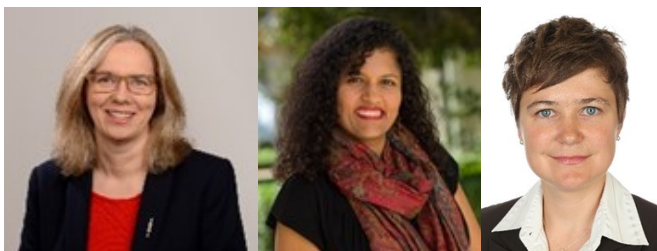
**Space is limited to 20 participants.**

To apply, please send Katelynn Sell ([ksell1@lsu.edu](mailto:ksell1@lsu.edu)) a short description about yourself including your current position (i.e. mid, early, or late stage doctoral student, faculty, etc.), your research interests, a description of the projects you are currently working on, and why you would like to participate in the program.



# PDW – SUCCEEDING IN THE INTERNATIONAL ACADEMIC JOB MARKET

Lisa Day, Priya Kannan, Katharina Dittrich



Here is a great opportunity for PhD students and early career scholars to learn more about academic careers - particularly recruitment and hiring in an international context! This Professional Development Workshop (PDW) is tailored to PhD students and early career scholars in the Strategizing Activities and Practices (SAP) Interest Group. Designed to be part of the SAP Doctoral & Early Career Program 2019, the first part of the PDW is a facilitated panel discussion with six SAP academics from across the globe. The panel includes three senior academics from the SAP community who have extensive experience of recruiting, and three academics who have recently been recruited to a new institution in a different country. The focus of the panel discussion is to share insights on the international job market and how to navigate it successfully.

In part two, participants will attend two pre-selected roundtables; these roundtables will provide an opportunity to delve more deeply into specific questions together with our panelists. The two roundtables will be from the following topic areas: 1) foundations for a successful academic career from PhD stage 2) short stay alternatives to long-term international relocation 3) differences in expectations and practices between countries and institutions 4) preparing for the job talk and interviews 5) transitioning - a focus on the first 6 months in a new role 6) selecting institutions/ handling multiple applications at the same time.

## **PANELISTS & ROUND TABLE FACILITATORS**

### ***Experience of Recruiting Internationally:***

Paula Jarzabkowski, Professor, Cass Business School, UK

Saku Mantere, Associate Professor, McGill University, Canada

Eero Vaara, Professor, Aalto University, Finland

### ***Experience of Being Recruited Internationally:***

Rebecca Bednarek, Senior Lecturer, University of Wellington, New Zealand

Katharina Dittrich, Assistant Professor, University of Warwick, UK

Sauré Kouamé, Assistant Professor, University of Ottawa, Canada

## **REGISTRATION**

In order to register for the PDW, please sign up in the AoM registration system once it is open.

To gain the approval code, please send an email to [priya@sandiego.edu](mailto:priya@sandiego.edu) with a subject line PDW - SUCCEEDING IN THE INTERNATIONAL ACADEMIC JOB MARKET. Places are limited so please register early.

# PDW— TEACHING THE PRACTICE OF STRATEGY: INNOVATIVE APPROACHES AND TOOLS

This Professional Development Workshop contributes to the development and dissemination of different methods for teaching strategy by exploring the techniques and tools people use in their classrooms. It consists of two parts. Part I offers two keynote presentations about teaching strategy by distinguished strategy scholars, **Professor Henry Mintzberg** (McGill University) and **Professor David Collis** (Harvard), followed by an interactive Q&A session. Part II offers scholars an opportunity to practice various teaching techniques, facilitated by experienced strategy scholars.

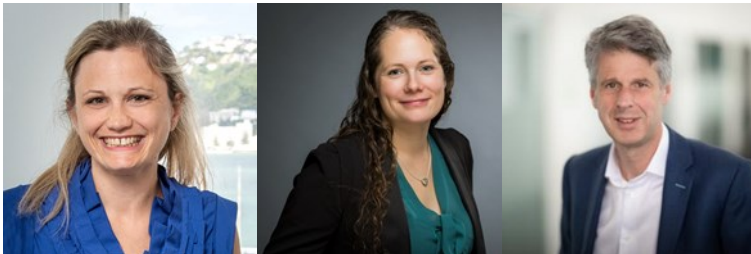
Participants will be asked to pre-register for Part II of the workshop and spaces will be strictly limited. The hands-on exercises include: (1) the strategy toolkit; (2) the complete strategy landscape; (3) visualizing strategy; (4) creative student presentations; (5) serious play; (6) online teaching; (7) exploring strategy; and (8) unconventional audiences. Participants can sign up for one activity. Each activity will last 60 minutes. A maximum of 10 people will be allowed per activity

## Organizers:

- Rebecca Bednarek, University of Victoria
- Jane Lê, University of Sydney
- Richard Whittington, University of Oxford

## Keynotes:

- Henry Mintzberg, McGill University
- David Collis, Harvard Business School



## Round Table Facilitators:

- Russ Coff, University of Wisconsin
- David Collis, Harvard Business School
- Stephen Cummings, University of Victoria
- Julia Hautz, University of Innsbruck
- David Oliver, University of Sydney
- Pinar Ozcan, Warwick Business School
- Richard Whittington, University of Oxford
- Basak Yakis-Douglas, Kings College London

## REGISTRATION

In order to register for Part II of the PDW, please sign up in the AoM registration system once it is open.

To gain the approval code, please send an email to [rebecca.bednarek@vuw.ac.nz](mailto:rebecca.bednarek@vuw.ac.nz)

Places are limited so please register early.

# PDW— ON VISUALIZATION TOOLS AND TECHNIQUES IN STRATEGY RESEARCH

Strategy visualization tools and techniques distil various aspects of strategy onto a picture and are part of daily practices of strategists. Strategy scholars and practitioners have proposed many visualization tools and techniques that aid in structuring data, generation of strategic options, sequencing of activities, and tracking of progress. The SAP division is happy to host a PDW that takes a closer look at strategy visualization tools and techniques this upcoming AOM in Boston. This PDW brings together an international group of established scholars and journal editors to discuss the most recent issues in strategy visualization: Martin Eppler (U. of St. Gallen), Gokhan Ertug (Singapore Management U.), Gerard P. Hodgkinson (U. of Manchester), Eric Knight (U. Of Sydney), Ofer Meilich (California State U., San Marcos) and Murat Tarakci (Erasmus U.).

These panelists will (i) offer their insights into a wide variety of visualization tools and techniques, (ii) discuss potential research designs, methodology tradeoffs and the promises and pitfalls of these tools and techniques, and also (iii) share their research and editorial experience with the audience. The panel presentations will be followed by interactive round-table discussions with the panelists. Pre-registration for this round-table sessions is required. The organizers expect this session to serve as a source of inspiration, and guideline to inform strategy scholars how visualization tools and techniques provide avenues of impact and contribution for strategy research.

## Organizers:

- Jeanine P. Porck (Oklahoma State U.)
- Ofer Meilich (California State U., San Marcos)
- Nufer Ates (Bilkent U. and Tilburg U.)



## REGISTRATION

For the authorization code to register for the round-table sessions, please e-mail [meilich@csusm.edu](mailto:meilich@csusm.edu) and indicate which 2-3 of our 6 panelists you would like to join for their roundtable. Seats will be assigned at a first come-first served basis.



# SAP MEETs & GREETs ENT



Anna Jenkins, Neil Thompson, Christina Wawarta, Vern Glaser

The SAP – ENT Meet & Greet is an **informal opportunity to meet** and engage in discussions with **scholars at the intersection of SAP and ENT**.

So, join us for a **free breakfast** to explore **how both fields have employed practice theory**, what **similarities and differences** exist, and what **future opportunities for research** could be.



**When:** Sunday 11, 2019  
8 – 9:30 am

**Where:** tbd

**Who:** SAP & ENT/ EAP scholars  
that actively use practice  
theory

## REGISTRATION

The session is limited to 40 participants. Please register your interest early via the AoM sign-up system. Registration codes will be handed out by Christina:  
[christina.wawarta.15@mail.wbs.ac.uk](mailto:christina.wawarta.15@mail.wbs.ac.uk)



Proudly sponsored by:



UQ  
BUSINESS  
SCHOOL

# UPCOMING ELECTIONS

Paul Spee, Outgoing Chair, SAP IG

Election time is upon us! This year we will elect four important positions:

- ◆ **PDW Chair** (5-year leadership track, 2019-2024) and
- ◆ One **Representative-at-large** position (3 years, 2019-2022).
- ◆ Treasurer (3-year-term, 2019-2022)

Elections will open on Wednesday, April 17st 2019! You should have received an email urging you to vote.

**PLEASE VOTE!** These roles are critical to the development and future trajectory of SAP in terms of community building and membership activities.

We have an outstanding set of candidates who have agreed to run for these positions. Please see below for photographs and full bios.

## THE CANDIDATES

### PDW CHAIR CANDIDATE



**Leonhard Dobusch**

My interest in the strategy-as-practice community was driven by my research on the management of digital communities and their involvement in open strategy-making, for example in the case of Wikipedia. In this context, I co-founded the Open Strategy Network together with other SAP scholars such as David Seidl, Violetta Splitter and Richard Whittington. In 2013, I launched the SAP Strategizingblog and then was named the SAP interest group's first IT Officer, responsible for running the website and setting up social media channels on Facebook, Twitter and Youtube. Based on this experience with the IG, I am very keen to continue my work as the PDW Chair and serving on the executive committee.

Regarding my academic background, I am currently Professor of Organization at the University of Innsbruck, Austria. Prior to this, I was Assistant Professor of Management (FU Berlin) and had received a postdoctoral fellowship from the Max Planck Institute for the Study of Societies in Cologne. I hold a Magister (MBA equivalent) in business administration as well as a law degree (University of Linz) and received my PhD in the doctoral program "Research on Organizational Paths" (FU Berlin).

# UPCOMING ELECTIONS...CONTINUED

## REPRESENTATIVE-AT-LARGE CANDIDATES (3 Years)



Farzad Alvi

I find S-A-P to be the most exciting and innovative group at the Academy, and would appreciate the opportunity to support the leadership and governance of the interest group. As representative-at-large, I would endeavor to create new initiatives and outreach activities. In terms of my research, as a former manager who worked globally, I rely on auto ethnography to make sense of my experiences. For example, a recent paper examines my born global entrepreneurship with a socially motivated mezcal liquor company set up on a Canadian-Mexican axis – in addition to my findings on the anatomy of strategic *pivots*, I have improved considerably my ability to make cocktails. I have received degrees from the universities of Cambridge (PhD), Indiana (JD), Toronto (MBA) and Chicago (AB).



Fleur Deken

Fleur Deken is Associate Professor of Strategic Innovation Processes at the KIN Center for Digital Innovation at Vrije Universiteit Amsterdam. Fleur studies strategizing processes through in-depth field studies in various contexts, inspired by practice-based concepts such as organizational routines, experimentation, and resourcing. She has published in outlets including *Organization Science* and *Academy of Management Journal*. Fleur is a regular contributor to the AOM SAP IG program as a PDW organizer and symposium discussant, and she received Best Reviewer Awards from the SAP IG. Outside AOM, Fleur is sharing her excitement for the SAP agenda by organizing conferences, seminar series, and workshops on SAP-related topics. In the coming years, she hopes to further contribute to the SAP community in a role as a representative-at-large and continue to deploy her enthusiasm and initiative to fulfill community building and strengthening activities, such as supporting early career researchers.



Patia McGrath

It would be a delight and privilege to serve as Representative of our SAP IG. Corporate strategy execution is a main thrust of my academic research, which has been greatly informed by my earlier career as a strategy practitioner. I am currently an Assistant Professor at the University of North Carolina-Chapel Hill. At UNC, I teach strategy in the Full-Time and Executive MBA programs and serve on the University-wide Faculty Council. My research has been published in *Organization Science*, *Research Policy* and *Advances in Strategic Management*. I received my PhD in Strategy from Wharton and hold an MBA from HBS, an MS in Aeronautics and an Engineer's Degree in Mechanical Engineering from MIT, and a BS in Mechanical Engineering from Columbia. Having previously served as Representative-at-Large for the SMS Corporate Strategy IG, I am looking forward to applying best practices from that experience towards helping to grow our SAP IG.

# UPCOMING ELECTIONS...CONTINUED

## REPRESENTATIVE-AT-LARGE CANDIDATES (2 Years)



Krista Pettit

I am currently in my final few months as a Post-Doctoral Research Associate in Strategy-as-Practice at the University of Liverpool. In July I will be returning to Canada as an Assistant Professor in Strategy and General Management at the Ivey Business School in London, Ontario. My research focuses on understanding strategic change from a variety of actor perspectives including middle managers and occupational members.

I am excited by the opportunity to contribute to the S-A-P Interest Group in a more formal role. Previously, I've participated in and co-organized the SAP Doctoral and Early Career Program at AOM. I have also been involved in other SAP sponsored activities at AOM including co-organizing the SAP sponsored Qualitative Coding Bootcamp, serving as a panellist in the International Careers PDW and am continuing my involvement this year in the "Designing Practice Research on Strategic Change" PDW.

## TREASURER



Carola Wolf

I am a Lecturer (Assistant Professor) in Strategy at the University of Liverpool/ UK. I have served as treasurer for the SAP IG for the past 3 years. Together with my colleagues in the executive team, we substantially increased sponsorship contributions and stabilized finances during this period. Going forward, I seek to continue in this role to ensure a strong financial position that allows supporting a wide range of activities at Annual Meetings, such as the Early Career Program as well as securing funds for future initiatives to expand the scope of activities offered to the SAP community at AOM.

In my own research, I apply a sociological perspective on strategy processes and practices, exploring issues of strategic change and the emergence of strategy in different organizational contexts. I have a particular interest in the strategy work of middle managers and management careers and have published my work in outlets such as the Journal of Management and Human Relations.

# UPCOMING ELECTIONS...CONTINUED

## FUTURE ELECTIONS

If you are interested in running for a position in the future, below are the positions that will need to be filled in the next few years:

### Election April 2020

- Rep at large (3 years, 2020-2023)
- Secretary (3 years, 2020-2023)
- Membership Secretary (3 years, 2020-2023)
- PDW Chair (5-year leadership track, 2020-2025)

*If you are interested in running for one of these positions, please contact Sotirios Paroutis, who will organize the 2020 elections.*



### Election April 2021

- Rep at large (3 years, 2021 -2024)
- PDW Chair (5-year leadership track, 2021-2026)

*If you are interested in running for one of these positions, please contact Rajiv Nag (rn362@drexel.edu), who will organize the 2020 elections.*

## OTHER OPPORTUNITIES

If you are interested in getting involved, but do not feel quite ready for one of these roles, there are plenty of other opportunities to get involved with SAP. For instance, if you are an Early Career Researchers, you could become a doctoral student representative (appointed role, around 3 to 5 reps), post-doctoral student representatives (appointed role, around 3 reps) or volunteer for one of our many other roles! There are also always opportunities to get involved as reviewer, session chair, or in another capacity. Just get in touch with us and we'll help you find the right role for you.

**As always, it is a great pleasure to serve the SAP membership!**



# WANT TO WATCH THE HIGHLIGHTS FROM AOM 2018 AGAIN?

## SAP Distinguished Keynote



Link: <https://youtu.be/8ixKO6HlgsA>

**Distinguished Keynote Speaker:** Professor Ted Schatzki, U. of Kentucky

**Discussant:** Paula Jarzabkowski

**Facilitator:** A. Paul Spee

## Process and Practice: Strategy-as-Practice Meets Entrepreneurship

Link: <https://youtu.be/9GNuhH5Lvsc>

**Panelists:** Dimo P. Dimov, Paula Jarzabkowski, Eero Vaara, Richard Whittington,

**Facilitators:** Ethel L. Brundin, William B. Gartner, Susi Geiger, Jane Kirsten Le,

**Mattias Nordqvist, Sara R. S. T. A. Bruce T. Teague**

**Organizers:** Anna Saies Jenkins, A. Paul Spee, Neil Aaron Thompson



ENTREPRENEURSHIP

## Theorizing Process Research: Perspectives in Conversation

Link: [https://youtu.be/a\\_URHzP3zUw](https://youtu.be/a_URHzP3zUw)



**Distinguished Speakers:** Raghu Garud, Paula Jarzabkowski, Ann Langley, Haridimos Tsoukas, Andrew H. Van de Ven

**Organizers:** Eric Knight, Jane Kirsten Le, Sarah Stanske, Matthias Wenzel

## The Practice Turn in Management Studies: Taking Stock and Moving Forward

Link: <https://youtu.be/IHLWN9NMmMM>

**Participants:** William B. Gartner, Natalia Levina, Joseph A. Raelin, Richard Whittington

**Discussant:** Davide Nicolini

**Organizers:** Toke Bjerregaard, Kasper Elmholdt, Violetta Splitter



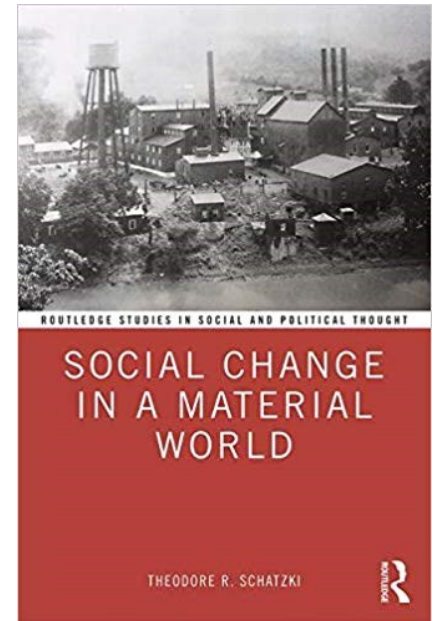
The video production is proudly sponsored by the Multimedia team at The University of Queensland

# REFLECTIONS ON SAP KEYNOTE 2018 BY PROFESSOR TED SCHATZKI

Paul Spee

Ted Schatzki, professor of geography and philosophy at the University of Kentucky, shared a sneak preview of his latest work based on his forthcoming book 'Social change in a material world' (Routledge, available in June 2019). Professor Schatzki's work has been hugely influential as it offers a basis to theorise social action. It has shaped the research in the area of strategy-as-practice, communities of scholars within the Academy of Management and other disciplines in the social sciences.

In his latest work, Professor Schatzki provides an extension to his prior work introducing the plenum of practices. It focuses on explaining large scale social change on the general principles of event, process and change where changes, generally, arise from events and processes. Events and processes introduce dynamism into the explanation of world, adult assumptions is oppose entities or substances and relations between such entities. Event and processes are distinct categories as *processes* are continuous and spread out over time whereas *events* can be discontinuous and occur in an instance.



Professor Schatzki draws on two empirical examples to bring his theoretical apparatus to life which offers an explanation of social change. The first example draws on the history of Bourbon distilling in Kentucky whereas the second example focuses on group formation through digital media.

There is little doubt that Prof Schatzki's most recent will continue to shape the trajectory of research within the Strategizing, Activities & Practices community, and broader communities of scholars within the Academy of Management.

For the full video of Prof Schatzki's keynote and discussion with Prof Paula Jarzabkowski, check out the SAP youtube channel, <https://youtu.be/8ixKO6HlgsA>

# SAP-R IN LONDON: A GREAT SUCCESS WITH THE POTENTIAL TO PROPEL FUTURE SAP PUBLICATIONS

Christina Wawarta & Katharina Dittrich



On April 3<sup>rd</sup> the next edition of the SAP-R workshop series took place in London. In total **45 participants** had followed the invitation from **Warwick Business School and the University of Zurich**, which had jointly organized and sponsored the event. Further, a **livestream to additional SAP scholars in Colombia** was set-up to enable their virtual participation and served as a dry-run for future SAP webinars.

The exciting program of the half-day event encompassed **2 fantastic R&R (revise & resubmit) presentations** with corresponding feedback sessions (one for SMJ & one for Organizational Sciences) and **22 projects** that were discussed at **8 different round tables**. The **workshop** thereby **met its objectives well** which were to:

1. leverage the wisdom of the SAP community to advance R&Rs and early stage work towards publication
2. Learn about current research projects and forthcoming papers
3. Have fun

The instant feedback after the workshop clearly showed that we should keep up this fantastic format. We have therefore already engaged in conversations with another UK institution to host the next SAP-R. Stay tuned!



The team of organisers & sponsors



Sotirios Paroutis  
WBS



David Nicolini  
WBS



David Seidl  
UZH



Katharina Dittrich  
WBS



Christina Wawarta  
WBS



## RECENT SAP PUBLICATIONS & PUBLICATIONS OF INTEREST TO THE SAP COMMUNITY



| Author(s)   | Title   | Journal                       | Link                       |
|---|---|-------------------------------|----------------------------|
| Deken, Fleur;<br>Berends, Hans;<br>Gemser, Gerda;<br>Lauche, Kristina | <b>Strategizing and the Initiation of Interorganizational Collaboration through Prospective Resourcing</b>  | Academy of Management Journal | <a href="#">Abstract</a>   |
| Knight, Eric;<br>Tsoukas, Haridimos                                   | <b>When Fiction Trumps Truth: What ‘post-truth’ and ‘alternative facts’ mean for management studies</b>   | Organization Studies          | <a href="#">Abstract</a>   |
| Knight, Eric;<br>Cuganesan, Suresh                                    | <b>Enabling organizational ambidexterity: Valuation practices and the senior-leadership team</b>  | Human Relations               | <a href="#">Abstract</a>   |
| Kudesia, Ravi   | <b>Mindfulness as Metacognitive Practice</b>  | Academy of Management Review  | <a href="#">Full paper</a> |
| Thakhathi, Andani;<br>Le Roux, Catherine<br>Davis, Annemarie          | <b>Sustainability Leaders’ Influencing Strategies for Institutionalising Organisational Change towards Corporate Sustainability: A Strategy-as-Practice Perspective</b> | Journal of Change Management  | <a href="#">Full paper</a> |

# RESEARCH COMMUNITY PLATFORM AND COMMUNITY DAY @EGOS 2019

Theresa Gebauer, Max Heimstädt, Jeannie Holstein, Georg Reischauer



## Join us at this year's EGOS Pre-Colloquium Strategy-as-Practice (SAP) Community Day!

This SAP Community Day will again consist of interactive sessions and workshops that will maximize engagement and dialogue among scholars interested in the process and practice of strategy-making. As digitalization rapidly gains importance for organizations of any kind, scholars across the SAP community need to reflect on research practice, in terms of topic and method. Entitled “Rethinking Strategy Research for the Digital Age”, this SAP Community Day is designed as a space for this important conversation to take place. It consists of two parts with distinct goals.

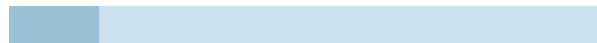
**PART I [09:00–13:00]** aims to make the SAP community more familiar with conducting research and being a scholar in the digital age. To this end, we will have two sessions. We kick off the day with a brief introductory presentation and a subsequent panel discussion amongst experienced scholars of digitalization. The panel will help us to explore different ways to study strategy in the digital age. After that, three panelists will introduce the notion of “open science” and, together with the participants, discuss how digitalization affects the role of the (strategy) researcher in society. **Distinguished experts who will join us include:**

**François-Xavier de Vaujany, Stella Pachidi, Iain Munro, Mikkel Flyverbom, Eugenia Rodrigues, Theo Andrew, Maximilian Heimstädt**

**PART II [14:00–17:30]** features two rounds of paper development roundtable sessions. Attendees are able to present their research and gather feedback from leading SAP scholars. This format has been piloted at previous SAP Community Days and was always very well received. The afternoon session closes with a short outlook on current and forthcoming special issues related to SAP and a summary of the day. **Distinguished experts who will join us include:**

**Julia Balogun, Leonhard Dobusch, Paula Jarzabkowski, Ann Langley, David Seidl, Violetta Splitter, Linda Rouleau**

## INFO & REGISTRATION



Please find further information including application details for the roundtable sessions [here](#).

**Application deadline is April, 21!**

# SPECIAL ISSUE CALL FOR PAPERS



## The Strategy and Change Interface: How are 'Enabling' Processes and Cognitions Related and Used?

### Guest editors:

Associate Professor Marie Dasborough, University of Miami, USA

Dr Kate Hughes, Stamford University, Thailand

Dr Zhou (Joe) Jiang, Deakin University, Australia

Adjunct Professor Shelley Kirkpatrick, George Mason University and the MITRE Corporation, USA

Professor Maris Martinsons, City University of Hong Kong, Hong Kong

Dr Danielle Tucker, University of Essex, United Kingdom

Dr Angelina Zubac, Australian Institute of Management, Australia

Associate Professor Ofer Zwikael, Australian National University, Australia

### Special issue aim:

Despite continuous efforts to better understand the strategy implementation process (Schendel, 1992a&b; Van de Ven 1992), it is regularly reported that few strategies are ever implemented fully or effectively (Hickson, Miller & Wilson, 2003; Hart & Banbury, 1994; Higgs & Rowland, 2005; Kaplan & Norton, 1996; Nutt, 1999; Schaap, 2012) and that little is known about the relationship between the micro and macro (sub)processes and cognitions employed by strategy specialists and change agents when implementing strategy (Habersang, Küberling-Jost, Reihlen, & Seckler, 2018; Hitt, Jackson, Carmona, Bierman, Shalley & Wright, 2017; Sirmon, Hitt & Ireland, 2007; Walter, Lechner & Kellermans, 2013; Zubac, 2016). This suggests that a program of study that focuses on how the (sub)processes associated with these two disciplines are rendered useful: singly or in combination, and/or synthesized, reshaped, valued or defined to be fit for purpose could be illuminating. Continue reading [here](#)

### Submission timelines:

- Submission deadline: 31st July 2019
  - Notifications to authors (1st round): (approx) October 2019
  - Notifications to authors (2nd round): (approx) December 2019
- Expected publication date: June 2020

For any questions interested authors can contact the corresponding guest editor:

Dr Angelina Zubac, Australian Institute of Management: [angelina.zubac@aim.com.au](mailto:angelina.zubac@aim.com.au)

## SPECIAL ISSUE CALL FOR PAPERS



# ORGANIZATION STUDIES

### Open Organizing in an Open Society?

#### Conditions, Consequences and Contradictions of Openness as an Organizing Principle

Editors: Leonhard Dobusch, Georg von Krogh, Violetta Splitter,  
Peter Walgenbach, Richard Whittington

Submission Deadline: Nov 30, 2019

Link: <https://openstrategynetwork.com>

Openness has become a powerful norm within contemporary societies (Tkacz, 2012): communities and citizens want both to know “what is going on” and to “have a say” in what affects their daily lives. Organizations are responding by adopting more open practices, for example by introducing greater transparency of information, enhancing upwards and downwards accountability and increasing inclusion by dissolving internal and external boundaries. The call for more openness has a range of implications for organization design, decision-making, control systems and culture. As an organizing principle, openness fundamentally changes what organizations are, how they function and how they interact with their environments. But openness also seems to stand in contrast with existing understandings of organizational confidentiality, competitive advantage, and classical notions of authority. Across these aspects of organizational openness, this special issue aims to theorize the conditions, consequences and contradictions of organizational openness.

### Submitting your paper

Please submit your manuscript through the journal’s online submission system (<http://mc.manuscriptcentral.com/orgstudies>). You will need to create a user account if you do not already have one, and you must select the appropriate Special Issue at the “Manuscript Type” option. The Special Issue Editors handle all manuscripts in accordance with the journal’s policies and procedures; they expect authors to follow the journal’s submission guidelines (<http://journals.sagepub.com/home/oss>). You can submit your manuscript for this Special Issue **between 15th and 30th of November 2019**.

For further information please contact Violetta Splitter ([violetta.splitter@uzh.ch](mailto:violetta.splitter@uzh.ch)), Leonhard Dobusch ([Leonhard.Dobusch@uibk.ac.at](mailto:Leonhard.Dobusch@uibk.ac.at)) or one of the other editors. For administrative support and general queries, you may contact Sophia Tzagaraki, Managing Editor of *Organization Studies*, at [sofficer@gmail.com](mailto:sofficer@gmail.com).

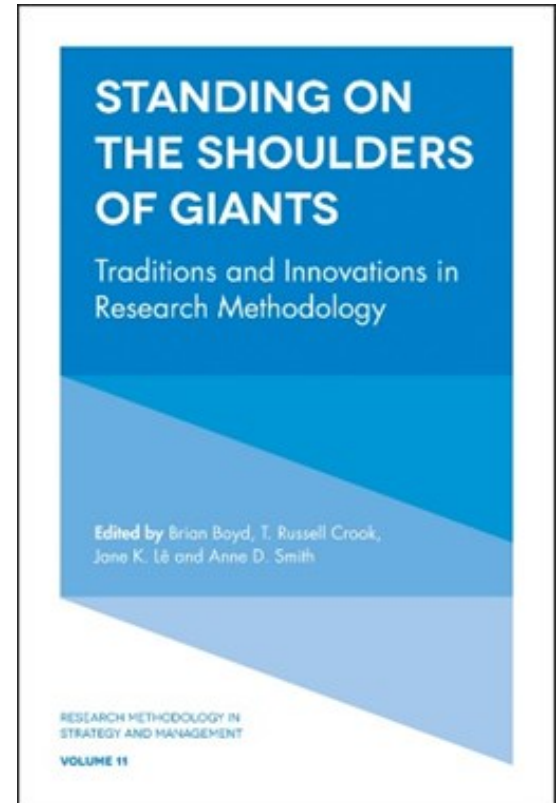
# SPECIAL ISSUE CALL FOR PAPERS

## Research Methodology in Strategy and Management

Volume 11 (“Standing on the Shoulders of Giants”) has just been published. **Volume 12 will be published in the 2020/21 time frame.**

Sample topics include, but are not limited to:

- ◆ Problems in conceptualizing constructs in key research areas, including construct definition, dimensionality, validity, and reliability
- ◆ Harnessing rich qualitative data for grounded theory building
- ◆ Multilevel modelling advancements and challenges
- ◆ Process and practice research
- ◆ New and emerging data sources (e.g., big data, MTurk surveys, wearable devices, brain scans, video-ethnography, sounds)
- ◆ Assessing whether effect sizes 'matter'
- ◆ Methodological advances (can be short and focused)
- ◆ Innovations from other fields of use to management and strategy researchers
- ◆ Mixed method issues and approaches
- ◆ Discussion and establishment of quality criteria
- ◆ Emerging issues in content analysis
- ◆ Dealing with endogeneity
- ◆ Ethical dilemmas in data collection and analysis
- ◆ Contingency modelling
- ◆ Field research conundrums
- ◆ Comparisons of various qualitative traditions or nuances within particular traditions
- ◆ Impediments and solutions to understanding theoretical mechanisms
- ◆ Methods book reviews, especially when synthesizing an area



**Submissions are due on July 1, 2019**, and initial decisions will be made in late July. Final revisions will be due by September 1, 2019.

The word count of submissions, including tables and references, should not exceed 8,000 words.

Please feel free to email one of the editors if you have an idea for a paper.

**Brian Boyd**, City University, Hong Kong, [bkboyd@cityu.edu.hk](mailto:bkboyd@cityu.edu.hk)

**T. Russell Crook**, University of Tennessee, [trc@utk.edu](mailto:trc@utk.edu)

**Jane Lê**, WHU - Otto Beisheim School of Management, [jane.le@whu.edu](mailto:jane.le@whu.edu)

**Anne D. Smith**, University of Tennessee, [asmith@utk.edu](mailto:asmith@utk.edu)

# SAP AROUND THE GLOBE: A ‘DROP-IN’ TO THE IDEA OF REGIONAL HUBS

Charmanie Williamson, Christina Wawarta, Sunny Xu

SAP “Around the Globe” has introduced us to SAP communities in South Africa, India and Columbia as a relatively new feature in the SAP newsletters. The articles promote the continued commitment of the **SAP Interest Group of the Academy of Management (AOM)** to areas of diversity, inclusivity and internationalization.

The “Around the Globe” feature has attracted attention in terms of inspiring potential for different regional SAP communities to firm up their engagements with one another to form Regional Hubs (SAP scholars within a country or region who want to leverage ‘glocal’ benefits through a more formalized community). We therefore offer this article to add to the impetus of Regional Hubs by **sharing some formative lessons learned**, or to be true to our field’s roots, emerging practices around bringing together a regional SAP community. It is presented in form of a Q&A session.



## Lessons learned from the South African Regional SAP Hub:

**Christina:** Thank you, Charmaine, for agreeing to share some of the lessons learned around setting up a SAP community in South Africa. You have indicated that the community is young and is currently run on quite informal lines, but nevertheless, there seems to be a good energy around what you are doing. Some colleagues have contacted me in terms of an interest in Regional Hubs - that is why we have Sunny with us online. Some colleagues from North America unfortunately could not make it today, but I shall brief them afterwards. What we want to know is how did South Africa get SAP scholars together in this virtual community?



Cecilia & Charmaine at AFAM

**Charmaine:** We were fortunate to have an enthusiastic and strong group of SAP academics and students at the University of South Africa (Unisa), which is globally ranked as a mega university and the only university of this kind on the African continent. From this relatively strong base, we therefore extended an invitation to scholars working in SAP at other universities in South Africa. We knew these scholars through our networks of who was supervising/advising or publishing in the field of SAP. So, to distil the first practice, **we worked from a single university base (where there was a ‘critical mass’) and then extended the linkage to multiple universities.**

**Sunny:** What was the first practical action that you then took?

**Charmaine:** Definitely, we were able to meet new people and invite them into the community. Meeting, in person, with colleagues whom you have interacted with virtually is always energizing. You realize you speak a similar ‘language’ and share a theoretical passion. From my own experience, it was being part of the SAP Interest Group (IG) of the AOM Annual Meetings (Atlanta and Chicago) that gave me the encouragement to come back to South Africa to suggest a stronger SAP network.

# SAP AROUND THE GLOBE

## ...CONTINUED

Charmanie Williamson, Christina Wawarta, Sunny Xu



Regional SAP hub in India

**Charmaine:** Ah, another practice or is it praxis....? I **set up an initial database** which I invited colleagues and students to be part of, and indicated that we would **engage virtually around SAP matters of interest**. This includes key features of the contents of the SAP newsletter, co-supervision of students, or finding examiners for thesis/dissertations, and any SAP-related local event. This paid off when we had a SAP event on the occasion of Richard

Whittington's visit to South Africa, in March, 2019 to offer a series of Strategy/SAP and Open Strategy seminars and masters classes. Paula Jarzabkowski also visited in April, 2019 for similar reasons.

**Christina:** So you think events pay off for Hubs?

**Charmaine:** Definitely, we were able to meet new people and invite them into the community. Meeting, in person, with colleagues whom you have interacted with virtually is always energizing. You realize you speak a similar 'language' and share a theoretical passion. From my own experience, it was being part of the SAP Interest Group (IG) of the AOM Annual Meetings (Atlanta and Chicago) that gave me the encouragement to come back to South Africa to suggest a stronger SAP network.

**Sunny:** Are you able to spread the SAP Hub wider than a national base, into the Southern Africa region or to the Continent? If yes, how?

**Charmaine:** Fortunately, Unisa draws students from Africa, so we have actual and potential SAP students as part of the Hub. I did, however, **engage with the African Academy of Management at the AOM**, in Chicago.



Richard Whittington expanding on SAP in the Kwame Nkrumah Hall, University of South Africa

# SAP AROUND THE GLOBE

## ...CONTINUED

I went to their business meeting and indicated that as Africans, we could **co-operate around SAP** or, indeed, any other management streams. This is something that still needs to be firmed up. The AFAM Conference is in Nigeria, in 2020, so I hope to network around the SAP Hub at the Conference. I am also now part of the AFAM mailing list, so I am able to **share their activities with the SAP Hub**. Yes, it is informal, but I think strategizing teaches us that outcomes are often embedded in a more situated web of connections and these proximate, flexible human relations.

**Christina:** What would be your recommendation for organizing resources for the Hub?

**Charmaine:** Definitely a **team!** Currently I fill the role informally and the network amounts to a set of collegial relations, emails and, as reflected, of late, events, which were hosted in the name of different universities, but were facilitated by the existence of the Hub.



Fortunately, with the **support of the different university colleagues**, the Hub is becoming better known. It goes back to my first point and that is to have a favorable base. The Hub exists through SAP scholars at universities, who, with some, in their **leadership positions**, access resources to make events, such as Richard and Paula's visits possible-and who make SAP a focal area for graduate studies.

**Sunny:** Does the South African Hub have future plans?

**Charmaine:** Definitely a case of strategizing daily: **grow the database, continue essentially to be a supportive virtual community, be more present in Africa...** Our latest discussions (at university level) are to have an **African-based Conference on SAP** and its evolving scholarship.

**Christina:** Thank you, Charmaine, for sharing your valuable insights! The fantastic examples from South Africa, India and Colombia and discussions like ours should motivate additional regions to think about how they may best leverage these evolving practices in the contexts of their regional or local communities.

## INFO

If you are interested in kick-starting a regional SAP hub, please write an email to Charmaine ([chammie@vodamail.co.za](mailto:chammie@vodamail.co.za)), who will connect you with other SAP scholars in your region and provide advice and help.





## NEWS FROM OUR MEMBERS

### KONSTANTINOS CHALKIAS

Since March 2019 Konstantinos Chalkias is a Lecturer in Management at Birkbeck. Before, he was a Research Fellow at Cass Business School. His current project studies the market mechanisms that transfer uninsurable risk into global financial markets in an attempt to bridge the global insurance gap and the implications that this has in market functioning. Konstantinos is a qualitative researcher and his research lies in the intersection of strategic management and organization theory. Drawing from social-practice theory, he studies strategizing and the co-formative relation between strategic practices and fields. He has also recently developed an interest in emergent strategizing within organizations. Finally, he is interested in organization theories of risk and risk management, and the inter-organizational aspects of paradoxes in relation to grand challenges. His research is published in *Strategic Organization* and *Research in the Sociology of Organizations*. Konstantinos has previously served as Membership Chair at the Strategy-as-Practice Institutional Network (SaP-IN).



### CAROLA WOLF

In January 2019, Carola took up a new academic adventure at the University of Liverpool Management School after many years working for Aston University. While continuing her many wonderful research collaborations with colleagues at Aston, she is looking forward to immersing in a new environment with fellow strategy scholars from the SAP community and beyond. Carola is thankful to Aston University and the strategy team there for having provided her with the opportunity to launch her academic career after completing her PhD. Nevertheless, as the German poet Hermann Hesse so brilliantly summarizes: “Every beginning offers a magic power...”



# WE WOULD LIKE TO THANK OUR CURRENT SPONSORS!



**University of  
Zurich** <sup>UZH</sup>



Strategy as Practice  
Study Group



WARWICK BUSINESS SCHOOL  
THE UNIVERSITY OF WARWICK



UNIVERSITY OF  
**LIVERPOOL**

Management  
School

# WANT TO SEE YOUR LOGO HERE? BECOME A SAP SPONSOR....

Within the global community of the Academy of Management, the Strategizing Activities and Practices (SAP) interest Group with its **over 700 members** is one of the **fastest growing communities** bringing together established scholars, PhD students and practitioners. We are particularly proud of our efforts in developing early career scholars, linking academic scholarship with practical relevance and advancing the agenda of strategy-as-practice research.

We provide our sponsors with the **unique opportunity to connect** with this vibrant community and **raise visibility** by supporting a variety of academic debates and sessions, developmental workshops and social events that we have set up for the Annual Meeting of the Academy of Management in August 2019, in Boston/USA.

**We offer a number of different sponsorship models:**

**General Sponsorships** are rewarded with visibility in all our communications including the SAP program that we print and distribute at the meeting, slides and oral recognition at our social meetings etc.

In addition to the benefits associated with a General Sponsorship, we also offer a number of higher visibility opportunities or to reach out to particular parts of our community by supporting specific events.

For such **Event Sponsors**, we offer opportunities to be specifically associated with a particular event/ prize such as...

- ... our Annual Keynote of Distinguished Scholar,
- ... the SAP Social Party,
- ... a Professional Development Workshop
- ... elements of our Doctoral Program,
- ... prizes, e.g., Best Practice-Oriented Paper Award.

## INFO

If you would like to **discuss any sponsoring opportunities** specifically tailored to your institution, please don't hesitate to **contact the SAP treasurer Carola Wolf** ([c.wolf@liverpool.ac.uk](mailto:c.wolf@liverpool.ac.uk)).



**Outgoing IG Chair:** Paul Spee – University of Queensland (p.spee@business.uq.edu.au)

**IG Chair:** Sotirios Paroutis – Warwick Business School (sotirios.paroutis@wbs.ac.uk)

**IG Chair Elect:** Rajiv Nag – Drexel University (rn362@drexel.edu)

**Program Chair:** Virpi Sorsa – Hanken School of Economics (virpi.sorsa@hanken.fi)

**PDW Chair:** Katharina Dittrich– Warwick Business School (Katharina.Dittrich@wbs.ac.uk)

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

**Membership Chair:** Violetta Splitter – University of Zurich (violetta.splitter@uzh.ch)

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

**IT Coordinator** Matthias Wenzel, Europa University (mwenzel@europa-uni.de )

**Representative-at-Large:** Vern Glaser—Alberta School of Business (vglaser@ualberta.ca)

**Representative-at-Large:** Paula Jarzabkowski – Cass Business School  
(paula.jarzabkowski.1@city.ac.uk)

**PLEASE GET IN TOUCH & VISIT US @**

<https://sap.aom.org>

<http://strategizingblog.com>