



19th OS Summer Workshop

The Future of Strategizing and Organizing as Practice: Extensions and Connections

22-24th May 2025, Chania, Crete

www.os-workshop.com

Conveners

Paula Jarzabkowski, University of Queensland

Renate Kratochvil, Stockholm School of Economics

Shenghui Ma, Fudan University

Linda Rouleau, HEC Montréal

David Seidl, University of Zurich

Abstract Submission Deadline: December 2nd 2024

Program Highlights

- Opening: **Richard Whittington** (*25 years of SAP research: reflecting back and looking forward*)
- Keynotes: **Hari Tsoukas** (*topic to tbc*) and **Martha Feldman** (*Lived experience, action possibilities and practice as strategy*)
- Topic leaders: **Davide Nicolini** (*Attention in SAP*), **Feng Liu** (*Emotions in SAP*), **Tor Hernes** (*Time and temporality in SAP*) and **Juliane Reinecke** (tbc) (*Grand Challenges and SAP*)
- Closing panel on future directions of SAP: **Robert Chia**, **Michael Lounsbury** and **Tammar Zilber**

Theme

Strategy-as-Practice (SAP) has added a new perspective on how strategic and organizational phenomena are studied (Johnson, Langley, Melin, & Whittington, 2007; Whittington, 2006). In contrast to more conventional research on strategy, it focuses on the activities and interactions of actors in and around organizations, both in terms of what they do in practice and how they accomplish strategy work (Jarzabkowski, 2004; Sillince & Mueller, 2006). This focus on activities has directed researchers to examine strategizing and organizing often simultaneously, since the doing of strategy (e.g., conducting a strategy workshop) inevitably involves various organizing activities (e.g., coordinating actors,

schedule, and space for the workshop). Therefore, in SAP research strategizing and organizing are “treated not as two discrete practices, but as inextricably linked together, a single duality rather than separable building blocks” (Whittington & Melin, 2003, p. 35). In this sense, SAP started as a promising approach to bridge and integrate strategic management and organization studies. This Organization Studies Summer Workshop aims to further build this bridge between strategizing and organizing as practice (SOAP) through the discussion of empirical and conceptual research that links strategizing research into broader theoretical fields and phenomena.

Over the last two decades, Strategy-as-Practice has flourished and established itself as a distinctive approach to strategy and organization research with over 500 publications (Jarzabkowski, Seidl, & Balogun, 2022) and with *Organization Studies* (OS) among its key outlets (Seidl & Whittington, 2014; Sillince & Mueller, 2006). During this rapid development, SAP research has produced many new insights into understanding a wide range of strategizing and organizing activities by drawing on practice and other theories from organization studies including broader social theories (Golsorkhi, Rouleau, Seidl, & Vaara, 2024; Spee & Jarzabkowski, 2009; Vaara & Whittington, 2012). Having grown into a distinctive field of strategy and organization research, SAP has now reached a phase of maturity. As is typical of research fields in this phase (e.g., Helfat et al., 2023; Vera, Bonardi, Hitt, & Withers, 2022), researchers have started to ask what is the future of SAP? In other words, after twenty years of development, how can the field remain vigorous in the next twenty years (Jarzabkowski, Kavas, & Krull, 2021; Rouleau & Cloutier, 2022)? We argue that the answers reside in keeping and enhancing SAP’s empirical and theoretical relevance in future strategy and organization research. Hence, we call for studies that contribute to reinvigorating strategizing and organizing as practice by extending its scope of inquiry and by forging connections with other fields of research.

Objectives and scope

We aim to inspire and encourage scholars to go beyond conventional thinking in strategy and organization research by expanding the scope of SAP. We suggest four promising avenues for future expansion. First, future research could mobilize the SAP approach to investigate how organizations deal with societal and critical challenges. In this regard, there are a multitude of new and formidable strategic challenges for organizations and society that the SAP approach could address. These challenges encompass areas like diversity, equity and inclusion, climate change, extreme contexts, and armed conflicts that are often overlooked in existing strategy research despite their consequentiality for organizations. Notably, these issues not only open exciting avenues for strategy research but also hold profound implications for organizations and society at large.

Second, we encourage researchers to explore new forms of strategizing and organizing. These encompass emerging forms of organizing to incorporate greater sustainability as well as the role of new technologies (e.g., AI), which are increasingly taking center stage on the strategic agendas of organizations. Third, another avenue of expanding SAP research is to explore strategizing in new geographic contexts. So far SAP research has been relatively concentrated on Europe and North America, thereby offering limited insights into strategizing and organizing practices in other regions across the globe. Lastly, building new bridges and connections between SAP and other streams of research can generate important new insights and advance the field of strategy and organization research as a whole. Below we will outline potential topics related to these four avenues for expanding SAP research.

Potential themes and topics

We invite both conceptual and empirical papers that in some way extend the SAP research agenda or forge new connections with other streams of work, such as the ones highlighted by the four topic leaders – *Attention in strategizing and organizing as practice* (Davide Nicolini), *Emotions in strategizing and organizing as practice* (Feng Liu), *Time and temporality in in strategizing and organizing as practice* (Tor Hernes) and *Grand Challenges and strategizing and organizing as practice* (Juliane Reinecke, tbc). More generally, Possible topics for contributions include, but are not restricted to the following themes and questions:

(1) Investigating societal and critical challenges

Organizations are increasingly confronted with rapidly evolving challenges that affect how they strategize and what they consider strategic. Adopting an SAP approach to studying how organizations deal with new societal and critical challenges promises enormous potential to delve into the interplay between micro-level activities and macro-level concerns. These challenges relate to among others, rapidly advancing climate change, tensions around diversity, equity and inclusion, fracturing globalization, and organizing in extreme contexts (Bouty & Godé, 2022; Cloutier & Couture, 2023; Delbridge, Helfen, Pekarek, Schuessler, & Zietsma, forthcoming; Jarzabkowski, Bednarek, Chalkias, & Cacciatori, 2022; Post, Muzio, Sarala, Wei, & Faems, 2021). Questions that might be pertinent for investigation include:

- How can SAP shed light on the dynamics of climate change adaptation strategies within and among organizations, or on the absence of such strategies?
- What novel practices of strategizing and organizing emerge in response to societal challenges like poverty, war, and conflict? But also, which micro-level practices might (unintentionally) contribute to the emergence of conflict and poverty?
- How do organizations deal with diversity, equity and inclusion (DEI) in strategizing and organizing activities? What practices contribute to the promotion or hindrance of DEI?
- Are there discernible changes in the way organizations formulate their strategies as a result of evolving societal norms and expectations, particularly regarding Environmental, Social, & Corporate Governance (ESG)?
- How do organizations strategize and organize in extreme contexts, e.g. war and natural disasters?

(2) Exploring new forms of strategizing and organizing

SAP has thus far predominantly focused on conventional forms and activities of strategy making in organisations. However, recent changes in the business landscape (e.g., competition within and among ecosystems), the emergence of new technologies, and the development of new working practices have given rise to innovative forms of strategizing and organizing (Splitter, Dobusch, von Krogh, Whittington, & Walgenbach, 2023). For example, advancements in new technologies, in particular AI (Bailey, Faraj, Hinds, Leonardi, & von Krogh, 2022; Beyes, Chun, Clarke, Flyverbom, & Holt, 2022), are reshaping human-technology interactions in organizations and leading to decentralized and virtual management. These developments have a significant impact on the forms of strategizing and organizing, which future SAP research could explore. Questions might include:

- What practices are involved in the establishment, maintenance, and alteration of ecosystems?

- How do digital-intensive technologies such as AI and other new technologies shape the form of strategy making and organizing?
- What are the practices of virtual strategizing and organizing and their implications?
- How can potentially new forms of strategizing and organizing enhance creativity and innovation within and outside organizations?
- What practices lead to, maintain, and dissolve disorganization and unsettlement?

(3) Discovering new geographic contexts

While examining various strategizing and organizing activities, SAP research has primarily focused on European and North American contexts (Prashantham & Healey, 2022). Due to the limited attention to other geographic settings, there may be strategizing and organizing practices that have yet to gain scholarly attention or awareness. Expansion of inquiry into new geographical contexts is vital because it enables a better understanding of the context-specific nature of strategizing and organizing practices. Questions here could include:

- Which strategizing and organizing practices do actors in organizations from other world regions, such as Africa, Asia, and South America, and the specific countries within them, develop, enact, and modify?
- Are there distinct challenges or opportunities in the strategizing and organizing process when organizations operate in diverse global regions?
- What unique cultural and/or indigenous influences shape strategizing and organizing practices in different world regions, and with what implications for our understanding of strategy?
- How do practices transfer between different geographic and cultural contexts?

(4) Developing connections and dialogues with other research streams

Establishing new connections with other streams of research in strategy and organization studies holds enormous potential to broaden and deepen our understanding of strategizing and organizing activities and their impact on organizations. SAP has drawn upon practice theories and related theories, such as discourse and sensemaking (Kohtamäki, Whittington, Vaara, & Rabetino, 2021). Engaging in dialogue with other fields within organization studies and introducing novel theories into SAP offers intriguing avenues for SAP to generate fresh insights into managerial activities. For instance, SAP has successfully incorporated other theories, such as institutional theory (Smets, Jarzabkowski, Burke, & Spee, 2015), routine dynamics (Kremser & Sydow, 2022), upper echelons (Ma & Seidl, 2018), framing (Kaplan, 2008), and future making (Pettit, Balogun, & Bennett, 2023). Moreover, given the shared focus on activities in and around organizations, SAP can also benefit from connecting with other practice-based management research, among others, Entrepreneurship as Practice (Thompson & Byrne, 2022), Leadership as Practice (Raelin, 2017), and Knowing as Practice (Nicolini, 2011). Because such cultivation of new connections has led to highly compelling and insightful findings, we encourage scholars to build more bridges between different fields (Nicolini & Korica, 2021).

The previously listed avenues and questions are illustrative rather than exclusive; imagination beyond them is invited. The presented questions may also naturally overlap, and we encourage studies at the intersection of two or more avenues. We welcome empirical papers on these topics, as well as methodological, theoretical, and epistemological papers.

Our aim is to inspire exemplary studies that showcase how Strategizing and Organizing as Practice (SOAP) can be used to explore new and challenging issues that the world is facing. These studies will delve into contemporary phenomena, intersect with other research streams, and harness innovative methodologies.

Important dates OSSW workshop 2025

- Deadline for submission of abstracts: 2nd December 2024
- Acknowledgement of acceptance: 17th January 2025
- Full paper submission: 10th May 2025
- Workshop date: May 22-24th, 2025; Venue: Hotel Minoa Palace, Chania, Crete

Abstracts should be of no more than 1,000 words.

For further information, please visit: <http://www.os-workshop.com> or contact John Kokkonakis at the OS office (orgstudassist@gmail.com).

OS Special Issue

As per tradition, Organization Studies will host a Special Issue in connection to this Workshop and the Call for Papers is already available [here](#). Attending the event is not a prerequisite for submission to the special issue. Manuscripts for the Special Issue can be submitted between September 15 and September 30, 2025.

References

- Bailey, Diane E., Faraj, Samer, Hinds, Pamela J., Leonardi, Paul M., & von Krogh, Georg. (2022). We Are All Theorists of Technology Now: A Relational Perspective on Emerging Technology and Organizing. *Organization Science*, 33, 1-18. <https://doi.org/10.1287/orsc.2021.1562>
- Beyes, Timon, Chun, Wendy Hui Kyong, Clarke, Jean, Flyverbom, Mikkel, & Holt, Robin. (2022). Ten Theses on Technology and Organization: Introduction to the Special Issue. *Organization Studies*, 43, 1001-1018. <https://doi.org/10.1177/01708406221100028>
- Bouty, Isabelle, & Godé, Cécile. (2022). “Our flight suits are not just plain blue”: The co-production of coordination and bodies in a military air display squadron. *Organization Studies*, 43, 1769-1792.
- Cloutier, Charlotte, & Couture, Fannie. (2023). Comfortably Uncomfortable: Unpacking the Micro-Dynamics of Field Stability and Change. *Academy of Management Journal*, 0, 00. <https://doi.org/10.5465/amj.2021.0612>
- Delbridge, Rick, Helfen, Markus, Pekarek, Andi, Schuessler, Elke, & Zietsma, Charlene. (forthcoming). Organizing Sustainably: Actors, Institutions, and Practices. *Organization Studies*
- Golsorkhi, Damon, Rouleau, Linda, Seidl, David, & Vaara, Eero. (2024). *Cambridge Handbook of Strategy as Practice* (3, Ed. 2 ed.). Cambridge: Cambridge University Press. <https://doi.org/10.1017/CBO9781139681032>
- Helfat, Constance E., Kaul, Aseem, Ketchen Jr., David J., Barney, Jay B., Chatain, Olivier, & Singh, Harbir. (2023). Renewing the resource-based view: New contexts, new concepts, and new methods. *Strategic Management Journal*, 44, 1357-1390. <https://doi.org/10.1002/smj.3500>
- Jarzabkowski, Paula. (2004). Strategy as Practice: Recursiveness, Adaptation, and Practices-in-Use. *Organization Studies*, 25, 529-560. <https://doi.org/10.1177/0170840604040675>

- Jarzabkowski, Paula, Bednarek, Rebecca, Chalkias, Konstantinos, & Cacciatori, Eugenia. (2022). Enabling Rapid Financial Response to Disasters: Knotting and Reknitting Multiple Paradoxes in Interorganizational Systems. *Academy of Management Journal*, 65, 1477–1506. <https://doi.org/10.5465/amj.2019.0745>
- Jarzabkowski, Paula, Kavas, Mustafa, & Krull, Elisabeth. (2021). It's Practice. But is it Strategy? Reinvigorating strategy-as-practice by rethinking consequentiality. *Organization Theory*, 2, 1-13. <https://doi.org/10.1177/26317877211029665>
- Jarzabkowski, Paula, Seidl, David, & Balogun, Julia. (2022). From germination to propagation: Two decades of Strategy-as-Practice research and potential future directions. *Human Relations*, 75, 1533-1559. <https://doi.org/10.1177/00187267221089473>
- Johnson, Gerry, Langley, Ann, Melin, Leif, & Whittington, Richard. (2007). *Strategy as practice: research directions and resources*. Cambridge: Cambridge University Press.
- Kaplan, Sarah. (2008). Framing Contests: Strategy Making Under Uncertainty. *Organization Science*, 19, 729-752. <https://doi.org/doi:10.1287/orsc.1070.0340>
- Kohtamäki, Marko, Whittington, Richard, Vaara, Eero, & Rabetino, Rodrigo. (2021). Making connections: Harnessing the diversity of strategy-as-practice research. *International Journal of Management Reviews*, 24, 210-232. <https://doi.org/10.1111/ijmr.12274>
- Kremser, Waldemar, & Sydow, Jörg. (2022). When Practices Control Practitioners: Integrating self-reinforcing dynamics into practice-based accounts of managing and organizing. *Organization Theory*, 3, 1-23. <https://doi.org/https://doi.org/10.1177/26317877221109275>
- Ma, Shenghui, & Seidl, David. (2018). New CEOs and their collaborators: Divergence and convergence between the strategic leadership constellation and the top management team. *Strategic Management Journal*, 39, 606-638. <https://doi.org/10.1002/smj.2721>
- Nicolini, Davide. (2011). Practice as the Site of Knowing: Insights from the Field of Telemedicine. *Organization Science*, 22, 602-620. <https://doi.org/10.1287/orsc.1100.0556>
- Nicolini, Davide, & Korica, Maja. (2021). Attentional engagement as practice: A study of the attentional infrastructure of healthcare chief executive officers. *Organization Science*, 32, 1273-1299.
- Pettit, Krista L., Balogun, Julia, & Bennett, Mandy. (2023). Transforming visions into actions: Strategic change as a future-making process. *Organization Studies*, 01708406231171889. <https://doi.org/10.1177/01708406231171889>
- Post, Corinne, Muzio, Daniel, Sarala, Riikka, Wei, Liqun, & Faems, Dries. (2021). Theorizing Diversity in Management Studies: New Perspectives and Future Directions. *Journal of Management Studies*, 58, 2003-2023. <https://doi.org/https://doi.org/10.1111/joms.12779>
- Prashantham, Shameen, & Healey, Mark P. (2022). Strategy as Practice Research: Reflections on its Rationale, Approach, and Contributions. *Journal of Management Studies*, 59, e1-e17. <https://doi.org/10.1111/joms.12862>
- Raelin, Joseph A. (2017). Leadership-as-practice: Theory and application—An editor's reflection. *Leadership*, 13, 215-221. <https://doi.org/10.1177/1742715017702273>
- Rouleau, Linda, & Cloutier, Charlotte. (2022). It's strategy. But is it practice?: Desperately seeking social practice in strategy-as-practice research. *Strategic Organization*, 20, 722-733. <https://doi.org/10.1177/14761270221118334>
- Seidl, David, & Whittington, Richard. (2014). Enlarging the Strategy-as-Practice Research Agenda: Towards Taller and Flatter Ontologies. *Organization Studies*, 35, 1407-1421. <https://doi.org/10.1177/0170840614541886>
- Sillince, John, & Mueller, Frank. (2006). Switching Strategic Perspective: The Reframing of Accounts of Responsibility. *Organization Studies*, 28, 155-176. <https://doi.org/10.1177/0170840606067989>

- Smets, Michael, Jarzabkowski, Paula, Burke, Gary T., & Spee, Paul. (2015). Reinsurance Trading in Lloyd's of London: Balancing Conflicting-yet-Complementary Logics in Practice. *Academy of Management Journal*, 58, 932-970. <https://doi.org/10.5465/amj.2012.0638>
- Spee, Paul, & Jarzabkowski, Paula. (2009). Strategy tools as boundary objects. *Strategic Organization*, 7, 223-232. <https://doi.org/10.1177/1476127009102674>
- Splitter, V., Dobusch, L., von Krogh, G., Whittington, R., & Walgenbach, P. (2023). Openness as Organizing Principle: Introduction to the Special Issue. *Organization Studies*, 44, 7-27. <https://doi.org/10.1177/01708406221145595>
- Thompson, Neil Aaron, & Byrne, Orla. (2022). Imagining Futures: Theorizing the Practical Knowledge of Future-making. *Organization Studies*, 43, 247-268. <https://doi.org/10.1177/01708406211053222>
- Vera, Dusya, Bonardi, Jean-Phillipe, Hitt, Michael A, & Withers, Michael C. (2022). Extending the boundaries of strategic leadership research. In (Vol. 33, pp. 101617): Elsevier.
- Vaara, Eero, & Whittington, Richard. (2012). Strategy-as-Practice: Taking Social Practices Seriously. *The Academy of Management Annals*, 6, 285-336. <https://doi.org/10.1080/19416520.2012.672039>
- Whittington, Richard. (2006). Completing the Practice Turn in Strategy Research. *Organization Studies*, 27, 613-634. <https://doi.org/10.1177/0170840606064101>
- Whittington, Richard, & Melin, Leif. (2003). The Challenge of Organizing/Strategizing. In Andrew M Pettigrew, Richard Whittington, Leif Melin, Carlos Sanchez-Runde, Frans a J Van Den Bosch, Winfried Ruigrok, & Tsuyoshi Numagami (Eds.), *Innovative Forms of Organizing: International Perspectives* (pp. 35-47). Sage Publications.