



## SIG 13 - SM - Strategic Management

We invite you to submit your research to explore the theme of *The Business of Now: the future starts here* for the EURAM 20<sup>th</sup> Conference.

We look forward to receiving your submissions.

### ST13\_07 - Strategic Processes and Practice: Theorizing Emerging Strategic Processes and Practices

#### Proponents:

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#### 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). Whittington (2003) opened avenue in studying strategy with a practice lens and despite calls inviting to delve more into the essence of strategic processes; conceptual and empirical research on the emergent side of strategy (Mintzberg and Waters, 1985) remain scarce (Carter, Clegg, & Kornberger, 2008). So far, it concerned mainly discursive and socio-material practices of top managers. We therefore invite contributions to find innovative ways to inform and theorize the emergent side of strategy.

#### Long description:

Strategy process refers to the flow of actions and events by which firms' strategy unfolds. It comprises the organizational activities related to strategy formation, implementation and management of strategic issues. (Ansoff, 1980; Dutton, Fahey, & Narayanan, 1983; Floyd & Wooldridge, 2000; Lechner & Floyd, 2012). Since Mintzberg and Waters' (1985) article, "emergent strategy" gained momentum however research remains scarce (Carter, Clegg, & Kornberger, 2008). Chia & Holt (2006, 2009) furthered it with the dwelling-based perspective that invites to conceptualize strategy as relationally co-constructed in situ by organizational members, as-well-as acknowledging the unexpectedness of strategy outcomes.

This calls to rethink strategy as an ongoing flow in which formation and implementation are intertwined. In this perspective we aim at bringing together socio-organizational and individual levels of analysis to advance our understanding of strategy in the making. Organizational dynamic is endogenous per se (Hernes 2014; Tsoukas & Chia, 2002), enacted through every day actions (Chia, 2004; Chia & Holt, 2006), understanding the doing of strategy (Vaara & Whittington, 2012) therefore implies bringing back the concept of agency (Emirbayer and Mische, 1998), and focusing on what people do. Hence to show a wide range of actors and practices (Mantere, 2007; Regnér, 2003, Rouleau, 2005).

This perspective pushes us to revise strategic management theories and to reconsider how to



conceptualize sustainable performance in a world struggling with ecological, social and political crisis. Following the topic of Euram 2020 ‘The Business of Now: the future starts here’, and consistent with Tsoukas and Chia’s (2002) call to delve into organizational processes, alternative methods such as participant-observation, ethnography, video-ethnography, discourse analysis, and engaged research (Hodgkinson & Rousseau, 2009; Van de Ven, 2007) are welcomed. We also value research based on alternative epistemologies such as design sciences (Romme et al., 2015), dwelling worldview (Chia & Rasche, 2015), or pragmatist perspective (Lorino 2018, Avenier, 2010; Bouty, Gomez, & Chia, 2017) to elaborate both relevant and rigorous knowledge (Avenier & Parmentier Cajaiba, 2012).

Such alternatives can enhance theorizations in Strategy.

We invite papers that tackles the following themes:

1. Roles and actions of mundane activities and divers kind of actors within strategic processes.
2. How and when specific artifacts are carrier of strategic practices?
3. The co-creation of strategic knowledge and practices between organizational domains.
4. Widening strategy literature with different practice lenses.
5. Use of occupational knowledge and practices that stimulate strategy emergence.
6. Interactions of deliberate and emergent strategies in the doing of strategy.

**Keywords:**

practice theory  
Strategy emergence  
dwelling worldview  
process approach  
Strategic processes  
Strategic practices

**UN Sustainable Development Goals (SDG):**

Goal 5: Gender equality, Goal 11: Sustainable cities and communities, Goal 12: Responsible consumption and production, Goal 13: Climate action.

**Publication Outlet:**

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## **AUTHORS GUIDELINES**

<http://www.euramonline.org/submissions-guidelines-2020/authors-chairs-discussants-guidelines.html>