

**TWO DECADES OF REVOLUTIONIZING STRATEGY RESEARCH: HOW
STRATEGY-AS-PRACTICE ILLUMINATES THE COMPLEX, DYNAMIC AND
CONSEQUENTIAL WAYS OF DOING STRATEGY**

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Abstract

Strategy-as-practice (SAP) offers a practice-theoretical perspective on strategy, which is fundamentally different from mainstream strategic management research. This approach has proven especially fruitful in helping us better understand the microlevel processes and practices in strategy work and strategic change challenging many assumptions in mainstream studies. The Academy journals have played a pivotal role in advancing and disseminating SAP research. Therefore, it is now important to summarize and elaborate these contributions by presenting the cumulative insights of SAP as a field of management research. In this introduction, we focus on the key areas of contributions of this body of work, which include (1) identifying the varied and consequential roles and identities of strategic actors, (2) observing the embedded and evolving discursive and sociomaterial practices inherent to strategy work, and (3) challenging the origins, processes and dynamics of strategic change. We use these contributions to draw out opportunities for SAP research to further broaden the set of actors seen as strategists, move beyond the study of single organizations toward studying strategizing on large-scale complex problems, focus more on how issues emerge and become strategic, and recognize the key opportunities and risks in the use of AI and other new technologies in strategy.

TWO DECADES OF REVOLUTIONIZING STRATEGY RESEARCH: HOW STRATEGY-AS-PRACTICE ILLUMINATES THE COMPLEX, DYNAMIC AND CONSEQUENTIAL WAYS OF DOING STRATEGY

Strategy-as-practice (SAP) is one of the most vibrant areas of contemporary organization and strategy (Lounsbury & Beckman, 2015). SAP offers a practice-theoretical approach to strategy, which focuses on what managers and other actors do when they strategize (Jarzabkowski, Seidl & Balogun; 2022; Vaara & Whittington, 2012; Whittington, 2006). SAP thus differs from the mainstream approaches that most often concentrate on organization-level strategies and their implications on financial performance. While there are other perspectives that have provided alternatives to the mainstream, such as the strategy process perspective (Mintzberg & Waters, 1982), micro-foundations (Felin & Foss, 2005) or behavioral strategy (Gavetti, 2012), SAP stands out as based on social theories of practice originating in the social science, and which are increasingly drawn upon within the management and organization field. SAP scholars focus on the everyday practices – social, material and discursive – that enable or constrain managers and other organizational actors when they engage in both formal strategy work and informal strategizing (Golsorkhi et al, 2015; Vaara & Whittington, 2012).

However, beyond being anchored in one particular theoretical basis, SAP can be characterized as a growing movement and discussion that has been able to draw from a variety of different practice theories and methods and apply them in the strategy context (Feldman & Orlikowski, 2011). This has resulted in many theoretical and methodological insights and findings that have expanded our understanding of the essence of strategic decision-making and strategizing. Here, the Academy of Management journals have played a pivotal role, not just in the development but also in the diffusion of key theoretical ideas and methodological approaches within and beyond this growing body of work. However, while recent reviews show the proliferation of SAP in dedicated special issues (e.g. Kohtamäki et

al., 2022; Jarzabkowski et al, 2022), as is typical for emerging streams of research, SAP researchers have often embedded their contributions in mainstream discussions that have made them less visible to an Academy audience¹. Rendering these insights salient is, therefore, important for forging directions for future research in the Academy journals.

At the same time, the rapid proliferation of SAP research and its simultaneous engagement with a number of more mainstream perspectives – such as sensemaking (e.g., Balogun & Johnson, 2004), routine dynamics (e.g., Dittrich et al, 2014), institutional theory (e.g., Smets et al, 2015), legitimacy (e.g., Hengst et al, 2020), and governance (Couture et al, 2023), among others – has also created a need to clarify the contributions made by SAP as a field (Balogun et al, 2014; Jarzabkowski & Spee, 2009; Vaara & Whittington, 2012; Kohtamäki et al, 2022). It is, therefore, time to summarize and elaborate on the key theoretical insights and empirical findings, as well as the issues that warrant special attention in future research. That is the purpose of this AOM Collection: to offer an overview of the key contributions of SAP research and to outline an agenda for future research to harness the full potential of SAP.

We are putting together this Collection at a very special point in time. Currently, strategy and organization theory are undergoing a paradigm shift as a result of emerging opportunities and threats linked to new communication technologies and mediatization, the rise of AI, societal expectations about transparency and inclusion in corporate decision making, the search for broader meaning and purpose in and around organizations, and the expectations on organizations to address societal grand challenges (see George et al, 2016). SAP research has already been at the forefront of understanding some of these issues. Due to its practice-theoretical orientation, it also has the potential to help us go much further, including examining previously unexplored contexts and developing concrete

¹ We thank the two reviewers who encouraged us to reflect on and include this important practice of SAP research, which aided its proliferation, particularly - but not exclusively - in the early years.

recommendations for policy and practice. Hence, this Collection presents a future-oriented research agenda.

In this synthesizing paper, we first offer an overview of key SAP papers published in the Academy of Management journals as a key indicator of the state of discussion in the Academy of Management. We then trace the history of the SAP field, explaining why and how it became such a radical rethink of existing approaches to strategy. We next focus on the key contributions of this body of work, including identifying the varied and consequential roles and identities of strategic actors; observing the embedded and evolving discursive and sociomaterial practices inherent to strategy work; and challenging the origins, processes and dynamics of strategic change. In the concluding part of this paper, we highlight new research opportunities and outline how an extension of the SAP field can both generate and transform management knowledge. This involves broadening the set of actors seen as strategists, moving beyond specific organizations to capture strategizing on large-scale complex problems, focusing on how issues emerge and becomes strategic, and recognizing the key opportunities and risks that AI and other new technologies will bring to strategy making.

OVERVIEW OF THE PAPERS

The development of SAP has been punctuated by key papers published in the Academy journals, as a key outlet for academic debate. We therefore identified 65 papers either explicitly framed as SAP papers or inspired by the SAP community across the six Academy journals (see Appendix A). In this Collection we then further focus on the most influential of those pieces of work (see Table 1).

Insert Table 1 about here

The central set of papers include precursor articles that paved the way for the emergence and development of SAP as a field (Barry & Elmes, 1997; Floyd & Lane, 2000;

Mintzberg & Waters, 1982). These will be discussed as part of the history of SAP. Most of the other papers are either empirical (Balogun & Johnson, 2004; Deken et al, 2018; Glaser, 2017; Hengst et al, 2020; Jarzabkowski, 2008; Jarzabkowski, Lê & Balogun, 2019; MacKay & Chia, 2013; Mantere, Schildt & Sillince, 2012; Reischauer & Mair, 2018; Smets et al, 2015) or conceptual (Vaara & Lamberg, 2016; Wenzel, 2022) articles that have played a central role in advancing our understanding of key strategy topics and thus constitute the core contributions of SAP as a field, and these are to be discussed in the following section. There are also two review papers that offer overviews of the SAP field in general (Vaara & Whittington, 2012) and strategy implementation in particular (Weiser, Jarzabkowski & Laamanen, 2020). We have additionally included one paper reflecting on the usefulness of practice theories in management learning and education (Feldman & Worline, 2016).

HISTORY OF SAP: WHERE DID IT COME FROM?

The roots of SAP can be traced to two key points of origin: strategy process research to understand what managers actually do when they strategize, and the growing interest in social theories of practice in organization and management research more generally. From the strategy process perspective, **Mintzberg and Waters's (1982)** influential *Academy of Management Journal* paper showed that the strategies organizations realize are often very different to those intended strategies articulated in their strategic plans, as managers respond to emergent issues that complicate their intentions. This paper gave rise to a body of work in the Academy and other journals, endeavoring to typify strategy-making processes (e.g., Hart, 1992), understand strategy implementation (e.g., Gupta & Govindarajan, 1984), and probe strategic decision-making processes (e.g., Carpenter & Westphal, 2001; Fredrickson, 1985). However, much of this work remained focused on examining the impact of managerial attributes or firm characteristics upon the decision-making process, rather than going inside

the 'black box' of strategy making (Hutzschenreuter & Kleindienst, 2006). Thus, with some exceptions (e.g., Burgelman, 1983), much of this research in the Academy journals did not delve into how time, context, action, and the strategy practitioners themselves shaped the strategies that emerged (Pettigrew, Woodman & Cameron, 2001). Despite the ambition to go inside the black box (Sminia & de Rond, 2012), to examine strategy as an emergent process, inspired by Mintzberg and Waters (1982), there was thus a dominance of process studies explaining *what* variables and characteristics shape strategy-making, rather than deep studies of *how* particular patterns of strategy emerge (Langley et al, 2013).

Increasingly, however, scholars in the broader management and organization field were drawing on sociological theories, particularly those concerned with the sociology of everyday life (Whittington, 2006), to reconceptualize how strategy and organization are configured within human activity (Knights, 1982). Such papers conceptualized strategy as brought about within narratives (Barry & Elmes, 1997), and explained strategic changes as the interplay between actors' discursive practices and the deep structures of organizations (Heracleous & Barrett, 2001). Referred to as the practice lens (Feldman & Orlikowski, 2011; Orlikowski, 2000; Whittington, 2006) to indicate the underlying sociological theories such as Bourdieu, Foucault, and Giddens being drawn upon, this growing body of work began to explain *how* phenomena such as technology (Orlikowski, 1992; 2000), change (Heracleous & Barrett, 2001), routines (Feldman, 2000), and institutional fields (Oakes, Townley & Cooper, 1998) were constructed within people's practices. This 'practice turn' (Schatzki et al, 2001) in the wider organization and management field was also the foundation of an emerging body of work focusing upon strategy-as-practice, which was articulated as an interest in *how* people in organizations *do* strategy (Jarzabkowski, 2004; Jarzabkowski, Balogun & Seidl, 2007; Whittington, 2006; 2007), rather than *what* variables are correlated with strategy performance. This practice lens thus picked up on some of the strategy process ambitions to

examine how strategy emerges, and grounded this within sociological theories of practice that provided a robust theoretical foundation for such research (Jarzabkowski & Whittington, 2008; Whittington, 2006; 2007).

Nonetheless, as illustrated in Table 1, a body of work taking an explicit social theory of practice approach to strategy making took some time to appear in the Academy journals. Two early Academy of Management Review papers are particularly influential. The first, by **Barry and Elmes (1997)**, while not drawing explicitly from practice theory, conceptualized strategy as a form of narrative, constructed within the multiple discursive and social practices of those who make strategy. They introduced the notion of strategy as a form of fiction for constructing organizational futures, even so that such future strategies are at best intentions rather than plans to be realized. Their approach helped to pave the way for SAP scholarship in the Academy journals by encouraging scholars to employ different theoretical lenses to go inside the black box of strategy as unintended and unintentional, even where it might be articulated rationally, and to connect the narratives inside organizations to wider social effects.

Only three years later in the same journal, **Floyd and Lane (2000)** highlighted how the activities of managers at different levels shaped strategic renewal throughout organizations. Again, though not explicitly informed by a social theory of practice, this paper was a vital resource for the growing field of SAP because it showed that the strategies organizations undertake are brought about by the many different actions of managers across all levels. The authors also introduced the term strategizing; a ‘gerund’ that focused attention on strategy as an activity or matter of doing (Weick, 1995) that is the hallmark of much practice theorizing (Feldman & Orlikowski, 2011).

SAP research subsequently grew rapidly in key European journals. Their greater familiarity with sociological approaches to organizational research, enhanced these journals

openness to a practice approach to strategy, which was traditionally dominated by economics and behavioral economics (Jarzabkowski, Kaplan, Seidl & Whittington, 2016). This growth of a research community, accompanied by a body of published work of more than 500 articles (Jarzabkowski et al., 2021), resulted in early career scholars conducting empirical work in this new approach and starting to bring out their work in the Academy journals.

KEY AREAS OF CONTRIBUTIONS AND LEARNINGS FROM SAP

The impressive volume of SAP studies that have been published over the years has resulted in important insights about many different aspects of strategy. As it is impossible to offer a comprehensive overview of all those insights here, we will focus on three key areas of contributions of SAP research: (1) identifying the varied and consequential roles and identities of strategic actors, (2) observing the embedded and evolving discursive and sociomaterial practices inherent to strategy work, and (3) challenging the origins, processes and dynamics of strategic change. This resonates with but also extends **Vaara and Whittington's (2012)** early review of SAP research in the *Academy of Management Annals* that focused on practitioners, practices, and praxis. While many, if not most, of the key insights are associated with publications in the Academy journals, there are obviously also other publications we need to acknowledge.

The Varied and Consequential Roles and Identities of Strategic Actors. A first important area of contribution of SAP research has been to broaden what constitutes a strategy actor. The respective research has both widened the spectrum of actors that we consider strategists and revealed the tensions and dynamics associated with broadening the lens beyond top managers. Going beyond these formal hierarchical positions, studies have highlighted the social construction of the strategy actor. As noted above, Floyd and Lane (2000) emphasized the range of different strategic roles performed by, and expected of, actors at different

hierarchical levels. This is not only demanding in terms of the scope of their activities but also in terms of their ability to deal with potential role conflicts. For middle managers this is most acute as they have the widest set of roles to master and are also most likely to be faced with inconsistent expectations and cues about which role they are expected to perform. **Balogun and Johnson (2004)** then published a landmark paper in *Academy of Management Journal* that focused attention on the key role of middle manager sensemaking and its implications for strategy. The paper drew from the earlier process tradition and Floyd and Lane (2000) to start delving into the role of others beyond the usual suspects – the top managers – to explain how and why strategy is realized in ways that do not match intent. In particular, they illuminated the importance of middle managers' lateral social interactions in shaping strategy in the absence of senior management.

A stream of work drew from these Academy papers to focus on how expanded strategic roles generates tensions in middle and lower-level managers' identities and subjectivities, particularly in terms of their participation and engagement in strategy making (Laine & Vaara, 2007; Mantere & Vaara, 2008). Laine and Vaara (2007) have, for example, described how middle managers confronted with different strategy discourses struggled over their strategic subjectivities; they are in constant struggle “to protect or enhance their social agency or identity” as strategy actors (Laine & Vaara, 2007: 28). Because these actors do not occupy formal strategic positions, they must enact activities that are considered strategic to be recognized as strategic actors, making them particularly sensitive to intrusion into their domain of activities (Splitter et al., 2023).

Others, such as Dameron and Torset (2014) have shown different ways that strategists construct their identities through the coping strategies employed to deal with competing sides of strategy work: mythicizing identity work, i.e., highlighting the immanent side of strategizing; concretizing identity work, i.e., highlighting the transcendental side of

strategizing, and dialogizing, i.e., embracing the contradiction between the immanent and transcendental side of strategizing. Mantere and Whittington (2021) have in turn demonstrated that strategists construct their identities by positioning their personal experiences in relation to the societal strategy discourse. In this respect, we can distinguish three general identity work tactics: self-measurement, i.e., treating the strategy discourse as a normative stick to measure oneself as a strategist; self-construction, i.e., treating the strategy discourse as blueprint for realizing career aspirations; and self-actualization, i.e., treating strategy discourse as an emotional basis for crafting meaning within managers' work.

This discussion about participation and engagement in strategy making then moved onto new areas. Most recently, we have seen a proliferation of research on Open Strategy that prioritizes transparency and inclusion (Hautz et al., 2017; Deken et al., 2018; Splitter et al., 2023). As a part of this discussion, attention has been focused on involvement of external actors in strategy work. For instance, **Deken et al. (2018)** in the *Academy of Management Journal* focused on interorganizational collaboration. They demonstrate how the complementarity of strategic resources is constructed in iterative interactions among multiple potential partners. Such “prospective resourcing” strategy work is shown to be critical for developing strategic initiatives across inter-organizational networks.

The Embedded and Evolving Discursive and Sociomaterial Practices Inherent to Strategy Work. A second key area of contribution of SAP research has been around the practices of strategy, which underpins the very conceptualization of strategy “not as something an organization *has* but something its members *do*” (Jarzabkowski et al., 2007: 6, emphasis in original). This has renewed research interest in formal strategy practices, which had been largely relegated to the realm of the irrelevant since strategy process research shifted focus to emergent aspects of strategy. Yet, as SAP researchers have highlighted, formal strategy practices make up a large part of what strategists do and thus deserve our

attention. Even if formal strategy practices may only be “loosely coupled with ultimate outcomes, we should not discount the wide range of other functions and impacts it may have...; as Merton (1957) observed of the Hopi Indians, it is not necessary that rain dancers produce rain for them to be important” (Whittington, 2003: 118). So too, SAP researchers have drawn attention to the importance of formal strategy tools and practices (Jarzabkowski & Kaplan, 2015), even where they did not necessarily produce rational or intentional strategies. Such studies reveal not only the variety of ways in which formal strategy practices, such as strategic planning, are enacted but also the range of different functions they fulfil.

Jarzabkowski’s (2008) paper in the *Academy of Management Journal* was the first empirical paper in an Academy journal to explicitly use a theory of practice – i.e., Giddens’s (1984) structuration theory – to explain and develop the concept of strategizing. Exploring strategizing as different patterns of action conducted by managers, in social interactions with each other, and with the procedures and tools of strategy making, the paper explains how strategies may be stabilized, changed, or stalled according to the practices used. This paper took theorizing in the Academy journals beyond top-down formulation and middle manager implementation of strategy to consider strategy as patterns of strategizing conducted in and through specific practices over time.

Communicative and discursive practices have played a central role in SAP work. This interest can be traced back to **Barry and Elmes’s (1997)** above-mentioned paper that paved the way for narrative and discursive perspectives. They showed that strategic planning is essentially a narrative practice. A strategic plan can be understood as a form of fiction, in the sense of having been created and made up, that is trying to convince others about the future direction of the organization. As Barry and Elmes (1997: 433) highlight, “[a]s authors of fiction, strategists are subject to the same basic challenge facing other fictionalist writers: how to develop an engaging, compelling account, one that readers can willingly buy into and

implement.” Other studies have thereafter explored the variety of ways in which strategic plans are produced and consumed (Abdallah & Langley, 2014; Spee & Jarzabkowski, 2011; Vaara, Sorsa & Pälli, 2010). Scholars have also elaborated on framing contests (Kaplan, 2008), rhetorical processes and practices (Sorsa & Vaara, 2020), and the role of visuality and multimodality (Werle & Seidl, 2015) in strategy work.

Others have focused attention on the sociomaterial practices of strategy work (Dameron et al. 2015; Jarzabkowski et al. 2013, Kaplan 2011; Jarzabkowski & Kaplan 2015; Werle & Seidl 2015). In particular, in his *Academy of Management Journal* paper, **Glaser (2017)** explained artifacts as a key part of organizations and strategy work. Based on a longitudinal study of a law enforcement agency, he developed a theoretical framework that shows how organizational actors engage in design performances to create new sociomaterial assemblages of actors, artifacts, theories, and practices. This model helps us to better understand how organizational actors create strategy tools that can adapt to dynamic changing environments.

Still others have examined the embeddedness of strategy practices from different perspectives. For instance, in the *Academy of Management Review*, **Vaara and Lamberg (2016)** have focused on the historical embeddedness of strategic phenomena. Linked with a broader “historical turn,” they explain how realist, interpretative and poststructuralist history offer different kinds of approaches that can advance understanding of the historical embeddedness of strategic practices and processes. They specifically highlight the potential of comparative historical, micro-historical and genealogical analysis.

Extending the view beyond the traditional business firm, SAP researchers have also drawn attention to the fact that strategizing practices occur in extra-organizational contexts such as markets. For example, in their *Academy of Management Journal* paper, **Smets et al. (2015)** zoom in on the practices involved in balancing contradictory logics amongst

competitors who also comprise a community. They explain how reinsurance trading comprises contradictory community and commercial logics that necessitate practices such as segmenting, bridging, and demarcating between logics to balance these tensions. These practices allow market stability to be maintained within everyday trading interactions. Others explain how strategizing practices differ across contexts. For example, in an illuminating *Academy of Management Discoveries* paper, **Reischauer & Mair (2018)** examined the strategic practices of governing online communities in terms of encouraging participation and directing, coordinating, and controlling interactions strategically. They identify three central practices that are differently employed by different online communities: scoping community boundaries to define a distinct social space for the online community; nudging social relations to stimulate interaction; and steering users to exert social control over interactions.

Challenging the origin, processes and dynamics of strategic change. A third key area of contribution of SAP work has involved developing a practice-based perspective on strategy implementation or strategic change more broadly. This has included in-depth analysis of different kinds of change processes. For instance, in their *Academy of Management Journal* paper, **Mantere et al. (2012)** examined what happens when planned strategic change is cancelled. Their longitudinal case illuminates the process dynamics involved in the unusual context of reversing a strategic change. This study provokes critical reflections on commonly held views about how managers should reframe and even destroy organizational meaning to help an organization move on with strategic change.

Scholars have also developed new theoretical perspectives to capture the essence of strategic change processes. In their *Academy of Management Journal* article, **MacKay and Chia (2014)** criticize the traditional process perspective, according to which strategic change is understood as originating either from the intentional choices of organizational actors or from environmental pressures. Instead, they explain that strategic change is not “owned” by

managers or others but may involve “unowned” processes characterized by chance, environmental uncertainty, and the unintended consequences of choice. In their *Academy of Management Journal* article, **Jarzabkowski et al. (2019)** in turn provide a theoretical model that illuminates how actions across an organization coevolve strategy and structure to realize a mandated radical change. This involves three different action cycles: performing action cycles, reinforcing action cycles, and reflecting action cycles. A key takeaway is that, even where strategy is mandated, and so ostensibly not open to emergence, new cycles of collective action are needed to deal with the unintended consequences and breakdowns that arise in implementation, to bring about mandated change.

Others have examined how new kinds of issues or strategies are dealt with in strategic change. **Hengst et al. (2020)**, in their *Academy of Management Journal* article, focused on the process dynamics of implementing a sustainability strategy alongside a traditional competitive strategy. Their analysis demonstrates the tensions in its implementation and how dealing with these tensions allows managers to legitimate the sustainability strategy. In addition to highlighting specific challenges with sustainability, their model also elucidates the process dynamics involved in implementing dual strategies more generally.

Given this proliferation of research, it is not surprising that in their review of strategy implementation research in the *Academy of Management Annals*, **Weiser et al. (2020)** concluded that SAP has advanced the “adaptive turn” in implementation research, shifting attention from how to establish structures, systems, incentives, and controls for strategy implementation to how people make sense of and enact strategic plans in practice. This has resulted in an appreciation of adjustments and adaptations in the implementation process, which might previously have been conceptualized as implementation failures.

Wenzel (2022), in turn, reflects on how practice-theoretical perspectives can be used in research on future-making. His article in *Academy of Management Perspectives* highlights

the problems and challenges with more conventional views linked with corporate foresight and explains how a dynamic practice-based approach can provide deeper insights into what future-making entails.

Others have focused on the practical relevance of SAP in dealing with change (Hamdali et al, 2023; Splitter & Seidl, 2011; Feldman & Worline, 2016). In particular, **Feldman and Worline (2016)** provide an in-depth discussion about the practicality of practice-based perspectives in *Academy of Management Learning and Education*. They maintain that practice theories allow current and future managers to develop skills that are essential for managing dynamic and complex situations. They also explain how to make practice theory “practical” by focusing on the everyday context, using the concept of resourcing to show how concrete actions taken within organizations are resources within the everyday practices of actors in context.

SUGGESTIONS FOR FUTURE WORK

Despite all the important insights generated so far, the full potential of the practice-based approach to strategy is yet to be realized. With its unique focus on the mundane, everyday activities within which social order is constructed and reconstructed, a practice approach to strategy enables a more radical reconsideration of what constitutes strategy, where and from whom it emerges, and how strategic activities might both shape and be shaped by the fundamental shifts in social order brought about by climate change, geopolitical instability, and new technologies. This is relevant not only for AMJ and AMR but also for AMD that has been emphasizing the need for phenomena-driven discoveries. In addition, SAP allows for further revolutionizing of strategy teaching and pedagogy – a key focus at AMLE – and critical implications for practice and policy – which are welcomed at AMP. In the following, therefore, we lay out an agenda for future research that extends the theoretical and practical

implications of SAP research via four interlinked recommendations to scholars: broadening further the set of people being studied as strategists; moving beyond organizations to capture strategizing on large-scale complex problems; increasing focus on how issues emerges and becomes strategic; and recognizing the key opportunities and risks that new technology, particularly AI, will bring to strategy making.

First, SAP enables scholars to broaden their perspective on ‘who’ does strategy. Since Floyd & Lane’s (2000) influential article opened up focus on how managers at different levels shape strategy, a raft of studies has examined not only top, but also middle managers (see Laine & Vaara, 2007; Tarakci et al, 2023) and, to a lesser extent, frontline workers (e.g., Balogun, Best & Lê, 2015; Mantere & Vaara, 2008;) in strategy making. Yet, despite this broadening of the notion of the strategist, much SAP research remains focused on the ‘usual suspects’ of top managers (e.g., Jarzabkowski, 2008) and their interaction with middle or operational managers (e.g., Hengst et al, 2020). We thus have few insights into other obviously important stakeholders in strategy making, particularly those who might not typically be considered strategists, such as external actors. For example, the regulators in Jarzabkowski et al’s (2019) study are clearly influential in the re-evaluation of an organization’s mandate after breakdowns in strategy implementation. Similarly, ministerial intervention is critical in Mantere et al’s (2012) study of the reversal of a strategic merger. Those few studies that have begun to examine inter- and extra-organizational strategizing (e.g., Deken et al, 2018; Jarzabkowski, Bednarek, Chalkias & Cacciatori, 2022) demonstrate the potential for deeper understandings of strategy by looking outside the organization. Even so, little work has begun to consider how actors outside the organization might be conceptualized as strategists.

Furthermore, despite a surge of literature on open strategizing (Splitter et al, 2023; Vaara & Rantakari, 2023), most such literature focuses on internal and external actors

selected by top managers to participate in strategy-making, rather than on the purposive actions of consumers and employees who are not formally included in strategy. Presently, SAP researchers rarely turn their analytic focus to the everyday practices within which such broader actors shape the boundaries of strategy making or, more critically, how these practices might constitute them as strategists. We therefore encourage SAP scholars to consider how these wider arrays of internal and external actors influence and shape what is strategic. Such knowledge will radically alter our understanding of who is a strategist, what practices are strategic, and, as we further discuss below, what constitutes strategy phenomena. Examining the different and changing roles that actors play in strategy work will also help address the call by the editors of the *Academy of Management Review* (Amis et al, 2021) for management scholars to pay more attention to the social inequalities involved in different kinds of managerial work.

Second, and relatedly, in the Anthropocene, strategy-making is fundamentally entangled with wider environmental factors (Hahn & Tampe, 2021; Howard-Grenville & Lahneman, 2021). It is thus imperative for SAP scholarship to move beyond over-privileging what happens inside organizations as ‘strategy’ (Vaara & Whittington, 2012) to the neglect of strategy dynamics that transcend organizations. Increasingly SAP studies indicate the strategic importance of such dynamics, as evident in the way shifts in strategic actions shape the legitimacy of sustainability strategies (Gond, Cabantous & Krikorian, 2018; Hengst et al, 2020), even as struggles to adapt to the changing demands of the Anthropocene can fundamentally subvert managerial action, damage business models, and erode industries (Couture et al, 2023; Jarzabkowski et al, 2023; Wright & Nyberg, 2016; Wright, Nyberg, Rickards & Freund, 2018). In particular, research needs to move beyond the organization to understand the interactions between multiple stakeholders, who are collectively engaged in shaping complex strategic issues (Ferraro et al, 2015). A few papers have begun to show how

inter-organizational actors make sense of key environmental and social challenges such as water quality (Seidl & Werle, 2018), and how their interactions shape their ability to address such challenges (Couture et al, 2023). However, more SAP research is needed into those taken-for-granted practices that the actors themselves are often unaware of, and yet have far reaching consequences for the sustainability of not just specific business models or industries but of the socioecological system within which strategy is even possible (Jarzabkowski, Dowell & Berchicci, 2021).

Here the ontological potential of a practice approach comes to the fore, with its ability to analyze patterns of strategic action as emergent, arising out of the non-deliberate, immanent everyday responses of people in coping with the many mundane issues (see MacKay & Chia, 2013). It is precisely these new avenues of study into how things emerge and become strategic within the actions of many diverse actors that offer the chance to understand the wider complex challenges that organizations are grappling with and attempting to change. Traditional strategy research, with its underlying economic theory base, may be distracted by the business case for embracing sustainability within and among firms, considering how to make rents from environmental actions (McWilliams & Siegel, 2011; Porter & Kramer, 2006). However, the sociological tradition underpinning SAP offers deeper, more nuanced insights into how practices considered strategic shape the socioecological system, and how those practices can be continuously reconfigured into new ways of being strategic in and for the rapid changes needed to address the climate emergency. These practices are linked with attentional (Ocasio, Laamanen & Vaara, 2018) and communicative (Bencherki et al, 2021) processes that have been highlighted as key issues in adjacent streams of research. Rather than a failure of strategy implementation, continuous emergence is a critical adaptive capability in strategy making in the face of multiple challenges and uncertainties (Weiser et al, 2020). We thus call on SAP scholars to further

investigate the process and consequentiality of strategy emergence in a variety of strategic settings. This is in line with repeated calls by the editors of the Academy journals for management research to address the grand challenges facing our society (George et al, 2016).

Finally, strategy scholarship and the Academy journals are increasingly concerned with what has been termed Industry 4.0 (Lanzolla et al, 2020). Indeed, there has been an explicit call by the new editors of the *Academy of Management Journal* for management research to contribute to a better understanding of the transformations that we are witnessing today (Gruber, 2023), meaning the increasingly automated, decentered, distributed, and yet also interconnected nature of business due to digital technologies. At the same time, the editors of *Academy of Management Journal* have been emphasizing the need for abductive research that links existing understanding with discoveries about the new phenomena we are witnessing (Bamberger, 2018; Miller, 2024). These new phenomena give rise to very different ways of considering who or what implements strategy (Schneider & Sting 2020). Increasingly, such technologies, alongside the increasing prevalence of AI, have the potential to fundamentally transform both business models and industries (Berg, Raj & Seamans, 2023), including, as a recent *Academy of Management Journal* editorial notes, our own academic practice (Grimes, Von Krogh et al, 2023).

SAP-based research has unique advantages in reconceptualizing strategy considering these technologies due to its focus on sociomaterial and knowledgeable practices. SAP is grounded in practice theories that enable a focus on the sociomaterial nature of such technologies (Balogun et al, 2014; Dameron et al, 2015). Existing SAP research has examined the sociomateriality of tools and frameworks-in-use in various kinds of strategy processes (Jarzabkowski and Kaplan, 2015; Kaplan, 2011; Werle & Seidl, 2015). The underlying social practice theories help us to further consider both the way that such technologies constitute change in practice but also how actors' everyday practices in using

such technologies constructs what we consider strategy (Orlikowski & Scott, 2008; Leonardi & Barley, 2010).

In particular, digital technologies such as AI and ChatGPT are fundamentally about how we conceptualize knowledge (Grimes et al, 2023). SAP is, at heart, a theory of knowledgeable strategy making, as knowing and doing are entangled (Rouleau & Cloutier, 2022). All practice is knowledgeable, in so much as people have a practical consciousness (Giddens, 1984) that plays out in their general and practical understandings of how to act within specific situations (Schatzki, 2002), even across distributed contexts in which they do not directly meet to exchange knowledge in their everyday lives (Jarzabkowski, Bednarek & Spee, 2015). While such knowledge is often tacit, unable to be explained by those who enact it, practice theory enables scholars to examine this knowledgeability as it plays out in people's strategy practices (Rouleau & Cloutier, 2022), helping to explain the patterns of knowledgeable practice within which strategy and markets emerge (Jarzabkowski & Bednarek, 2018). AI offers us a chance to radically rethink the nature of knowledge in strategy making. It enables us to move beyond human-centered theories of knowledgeable practice to reconsidering the nature of agency in strategy making (Curchod et al, 2020) – who and what is making strategy in conditions where AI dominates. At the same time, the sociomaterial nature of such technologies exposes how such knowledge plays out in and reconfigures managerial practice (Leonardi & Barley, 2010). SAP scholars should thus not only focus their future research on AI as a tool but also examine whether and how AI may become a more human-like actor, even a conversational partner, in strategic talk, analysis and actions.

IMPLICATIONS FOR PRACTICE

The close and engaged scholarship (Van de Ven, 2007) that characterizes SAP research, uniquely positions SAP scholars to inform policy and procedure across various domains of strategy (e.g., strategic change, interorganizational collaborations, regulation, etc.) (Feldman & Worline, 2016) – in line with recent calls by the editors of the *Academy of Management Review* (Hernandez & Haack, 2023) for management scholars to “theorize for positive impact.” While SAP has been somewhat slower to engage with AMLE and AMP, the two Academy journals targeting these outcomes, two key features of SAP research make it not just rigorous but also relevant. First, studying complex strategic contexts, often over time and in situ, has given the SAP field particular insight into the real work of practitioners as they engage in strategizing. SAP research demonstrates that strategic activity is contextually and socially embedded. For instance, studies of how managers make sense of strategic change (e.g., Balogun & Johnson, 2004) have demonstrated that change is not simply received by organizational members. Rather, because managers do not strategize in isolation, strategic change must be interpreted and negotiated vertically (Balogun & Johnson, 2004), horizontally (Jarzabkowski et al, 2019) and diagonally/externally (Deken et al, 2018) in ways that may change the course of strategy. Importantly, strategists do not always get it right. In fact, strategy and change always have an element of contextual ambiguity, which means that change cannot simply be executed, but, rather, also emerges during execution (Lê & Jarzabkowski, 2015; Mirabeau & Maguire, 2014). This is because as actors engage strategy and change, there will always be “multiple interpretations and black holes” (Balogun & Johnson, 2004: 546). Senior leaders cannot expect to avoid these, but rather must learn how to navigate them during the ongoing strategy and change processes. Hence, we cannot develop prescriptions for ‘success’ or ‘unsuccess’ (Jarzabkowski, 2008) but rather to open managers to more reflexive understanding of the consequences of their actions and interactions in strategy making.

Second, the strategy focus of SAP requires an understanding of the consequentiality of strategy work, leading scholars to connect the micro-level of what specific actors do (i.e., their everyday activities) to the macro-level of how this is consequential for organizations and beyond (i.e., outcomes). For example, scholars show how the collective entanglements of bodily tonality and interaction of actors making strategy together comprise atmosphere that shape not only the strategic sense that is made, but what forms it might take (Knight, Lok, Jarzabkowski & Wenzel, forthcoming). Others show how micro practices and social dynamics lead to the reversal of strategic change (see Mantere et al, 2012). SAP scholars have also demonstrated how micro practices constitute markets and competition (Jarzabkowski & Bednarek, 2018), reshape entire industries (Vaara, Kleymann & Seristö, 2004), and can undermine critical environmental goals (Couture et al, 2023), including access to safe, clean drinking water (Seidl & Werle, 2018) and security (Cornelissen, Mantere & Vaara, 2014). This suggests that strategic actions are more widely consequential than many studies examine. Hence, we need to adopt a broader understanding of the strategic environment, looking beyond single organizations to whole industries and to the wider social consequences of strategic actions taken within organizations.

There is much potential to further extend the practical implications of SAP research by taking seriously our proposed agenda for future research. In particular, their detailed knowledge of organizations and industries positions SAP researchers well to offer critical recommendations to policy and practice. While this work has already commenced – see, for instance, Jarzabkowski et al’s (2023) work on disaster insurance – there is significant room for growth for this area. In particular, we can imagine an insurgence of SAP-inspired policy recommendations finding a home in AMP.

This will take us into new contexts, enable us to explore new strategy phenomena, and radically challenge existing understandings of both strategy and organizations. We thus

present this AOM Collection as a means of synthesizing existing SAP contributions and springboarding on these to inspire a bold new research agenda for SAP scholars.

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TABLES

TABLE 1. SAP PUBLICATIONS IN THE ACADEMY JOURNALS

Year	Journal	Full Reference	Role in SAP	Focus
1982	AMJ	Mintzberg, H. & Waters, J. A. (1982). Tracking strategy in an entrepreneurial firm. <i>Academy of Management Journal</i> , 25(3), 465-499.	Pre-cursor	Strategy emergence
1997	AMR	Barry, D. & Elmes, M. (1997). Strategy retold: Toward a narrative view of strategic discourse. <i>Academy of Management Review</i> , 22(2), 429-452.	Pre-cursor	Strategy as discursive practice
2000	AMR	Floyd, S.W. & Lane, P.J. (2000) Strategizing throughout the Organization: Managing Role Conflict in Strategic Renewal. <i>Academy of Management Review</i> , 25(1), 154-177.	Pre-cursor	Role of middle managers in strategy
2004	AMJ	Balogun, J. & Johnson, G. (2004). Organizational Restructuring and Middle Manager Sensemaking. <i>Academy of Management Journal</i> , 47(4), 523–549	Central	Sensemaking practices and role of middle managers in strategic change
2008	AMJ	Jarzabkowski, P. (2008). Shaping strategy as a structuration process. <i>Academy of Management Journal</i> , 51(4), 621–50.	Central	Top managers different types of strategizing practices and their effectiveness
2012	AMJ	Mantere, S., Schildt, H. & Sillince, J. (2012). Reversal of Strategic Change. <i>Academy of Management Journal</i> , 55(1), 172-196.	Central	Framing and reframing strategic change and its reversal
2012	AMA	Vaara, E. & Whittington, R. (2012). Strategy-as-practice: taking social practices seriously. <i>Academy of Management Annals</i> , 6(1), 285–336.	Central	Systematic review of strategy-as-practice research
2013	AMJ	MacKay, R.B. & Chia, R. (2013). Choice, Chance, and Unintended Consequences in Strategic Change: A Process Understanding of the Rise and Fall of Northco Automotive. <i>Academy of Management Journal</i> , 56(1), 208-230.	Central	Emergent dynamics of strategic change
2015	AMJ	Smets, M., Jarzabkowski, P., Burke, G. T. & Spee, P. (2015). Reinsurance Trading in Lloyd’s of London: Balancing Conflicting-Yet-Complementary Logics in Practice. <i>Academy of Management Journal</i> , 58(3), 932-970.	Central	Practices of balancing competing logics amongst competitors
2016	AMR	Vaara, E. & Lamberg, J.-A. (2016). Taking historical embeddedness seriously: three historical approaches to advance strategy process and practice research. <i>Academy of Management Review</i> , 41(4), 633–657.	Central	Historical embeddedness of strategic processes and practices
2016	AMLE	Feldman M. & Worline, M. (2016). The Practicality of Practice Theory. <i>Academy</i>	Central	Usefulness of practice theories in

Year	Journal	Full Reference	Role in SAP	Focus
		<i>of Management Learning and Education</i> , 15(2), 304-324.		management learning and education
2017	AMJ	Glaser, V. (2017). Design Performances: How Organizations Inscribe Artifacts to Change Routines. <i>Academy of Management Journal</i> , 60(6), 2126-2154.	Central	Role of artifacts in strategy work
2018	AMJ	Deken, F., Berends, H., Gemser, G. & Lauche, K. (2018). Strategizing and the initiation of interorganizational collaboration through prospective resourcing. <i>Academy of Management Journal</i> , 61(5), 1920-1950.	Central	Strategizing in inter-organizational collaborations
2018	AMD	Reischauer, G. & Mair, J. (2018). How Organizations Strategically Govern Online Communities: Lessons from the Sharing Economy. <i>Academy of Management Discoveries</i> , 4(3): 220-247.	Central	Strategic practices of governing online communities
2019	AMJ	Jarzabkowski, P., Lê, J. & Balogun, J. (2019). The social practice of coevolving strategy and structure to realize mandated radical change. <i>Academy of Management Journal</i> , 62(3), 850–882.	Central	Strategy practices in mandated radical change
2020	AMJ	Hengst, I.-A., Jarzabkowski, P., Hoegl, M. & Muethel, M. (2020). Toward a process theory of making sustainability strategies legitimate in action. <i>Academy of Management Journal</i> , 63(1), 246-271.	Central	Managing tensions in implementing a sustainability strategy alongside a traditional competitive strategy
2020	AMA	Weiser, A. K., Jarzabkowski, P., & Laamanen, T. (2020) Completing the adaptive turn: An integrative view of strategy implementation. <i>Academy of Management Annals</i> , 14(2), 969-1031.	Central	Review of the “adaptive turn” in implementation research
2022	AMP	Wenzel, A. (2022). Taking the future more seriously: from corporate foresight to “future making”. <i>Academy of Management Perspectives</i> , 36(2), 845-850.	Central	Strategic practices of future making

APPENDIX A. SAP² PUBLICATIONS IN THE ACADEMY JOURNALS (N=65)

Year	Journal	Full Reference	Role in SAP	Focus
1982	AMJ	Mintzberg, H. & Waters, J. A. (1982). Tracking strategy in an entrepreneurial firm. <i>Academy of Management Journal</i> , 25(3), 465-499.	Pre-cursor	Strategy emergence
1997	AMR	Barry, D. & Elmes, M. (1997). Strategy retold: Toward a narrative view of strategic discourse. <i>Academy of Management Review</i> , 22(2), 429-452.	Pre-cursor	Strategy as discursive practice
2000	AMR	Floyd, S.W. & Lane, P.J. (2000) Strategizing throughout the Organization: Managing Role Conflict in Strategic Renewal. <i>Academy of Management Review</i> , 25(1), 154-177.	Pre-cursor	Role of middle managers in strategy
2001	AMJ	Denis, J.-L., Lamothe, L., & Langley, A. 2001. The dynamics of collective leadership and strategic change in pluralistic organizations. <i>Academy of Management Journal</i> , 44(4): 809-837.	Affiliated ³	Practices of change and leadership
2004	AMJ	Balogun, J. & Johnson, G. (2004). Organizational Restructuring and Middle Manager Sensemaking. <i>Academy of Management Journal</i> , 47(4), 523–549	Central	Sensemaking practices and role of middle managers in strategic change
2007	AMJ	Lounsbury, M. (2007). A tale of two cities: Competing logics and practice variation in the professionalization of mutual funds. <i>Academy of Management Journal</i> , 50(2): 289-307.	Affiliated	Variation of practice
2008	AMJ	Jarzabkowski, P. (2008). Shaping strategy as a structuration process. <i>Academy of Management Journal</i> , 51(4), 621–50.	Central	Top managers' types of strategizing practices and their effectiveness
2008	AMR	Vaara, E. & Tienari, J. (2008). A discursive perspective on legitimation strategies in multinational corporations. <i>Academy of Management Review</i> , 33(4): 985-993.	Affiliated	Discursive practices
2011	AMA	Parmigiani, A. & Howard-Grenville, J. (2011). Routines Revisited: Exploring the Capabilities and Practice Perspectives. <i>Academy of Management Annals</i> , 5(1): 413–453	Affiliated	Role of practices in routines
2011	AMA	Bartunek, J. M., Balogun, J., & Do, B. (2011). Considering Planned Change Anew: Stretching Large Group Interventions Strategically, Emotionally, and Meaningfully. <i>Academy of Management Annals</i> , 5(1): 1–52	Affiliated	Practices of planned change
2011	AMR	Boxenbaum, E. & Rouleau, L. (2011). New knowledge products as bricolage:	Affiliated	Discursive practices

² We present the full list of papers here for sake of comprehensiveness and ease of access. Therein, we use bold font to indicate the focal papers that our Collections piece centers on (see also Table 1).

³ We use the term 'affiliated' here to indicate that while these papers are written in the tradition of strategy-as-practice or advance strategy-as-practice, they either do not explicitly use the label strategy-as-practice in their theorizing or are not explicitly focused on *strategic* management. This does not reflect the quality or status of these papers, many of which are commonly cited in the respective academic conversations they contribute to.

Year	Journal	Full Reference	Role in SAP	Focus
		Metaphors and scripts in organizational theory. <i>Academy of Management Review</i> , 36(2): 272-296.		
2012	AMJ	Mantere, S., Schildt, H. & Sillince, J. (2012). Reversal of Strategic Change. <i>Academy of Management Journal</i>, 55(1), 172-196.	Central	Framing and reframing strategic change and its reversal
2012	AMA	Vaara, E. & Whittington, R. (2012). Strategy-as-practice: taking social practices seriously. <i>Academy of Management Annals</i>, 6(1), 285–336.	Central	Systematic review of strategy-as-practice research
2012	AMR	Lawrence, T.B. & Maitlis, S. (2012). Care and possibility: Enacting an ethic of care through narrative practice. <i>Academy of Management Review</i> , 37(4): 641–663.	Affiliated	Discursive practices
2012	AMJ	Smets, M., Morris, T. & Greenwood, R. (2012). From practice to field: A multi-level model of practice-driving institutional change. <i>Academy of Management Journal</i> , 55(4): 877-904.	Affiliated	Practices of institutional change
2012	AMA	Denis, J.-L., Langley, A. & Sergi, V. (2012). Leadership in the plural. <i>Academy of Management Annals</i> , 6(1), 211–283.	Affiliated	Practices of leadership
2012	AMJ	Monin, P., Noorderhaven, N., Vaara, E. & Kroon, D. (2012). Giving sense to and making sense of justice in postmerger integration. <i>Academy of Management Journal</i> , 56(1): 256-284.	Affiliated	Practices of sensemaking and change
2013	AMJ	MacKay, R.B. & Chia, R. (2013). Choice, chance, and unintended consequences in strategic change: a process understanding of the rise and fall of Northco Automotive. <i>Academy of Management Journal</i>, 56(1), 208-230.	Central	Emergent dynamics of strategic change
2013	AMJ	Langley, A., Smallman, C., Tsoukas, H., & Van de Ven, A. H. 2013. Process studies of change in organization and management: unveiling temporality, activity, and flow. <i>Academy of Management Journal</i> , 56(1): 1-13.	Affiliated	Theorizing process and practice
2015	AMJ	Smets, M., Jarzabkowski, P., Burke, G. T. & Spee, P. (2015). Reinsurance Trading in Lloyd’s of London: Balancing Conflicting-Yet-Complementary Logics in Practice. <i>Academy of Management Journal</i>, 58(3), 932-970.	Central	Practices of balancing competing logics amongst competitors
2015	AMJ	Jarzabkowski, P. & Kaplan, S. (2015). Strategy tools-in-use: A framework for understanding ‘technologies of rationality’ in practice. <i>Academy of Management Journal</i> , 36(4): 537-558.	Affiliated	Strategy tools
2015	AMLE	Hibbert, P., Siedlok, F. & Beech, N. (2015). The Role of Interpretation in Learning Practices in the Context of Collaboration. <i>Academy of Management Learning & Education</i> , 15(1): 26-44.	Affiliated	Practices of learning
2015	AMR	Cornelissen, J.P., Durand, R., Fiss, P.C., Lammers, J.C. & Vaara, E. (2018). Putting communication front and center in institutional theory and analysis.	Affiliated	Discursive practices

Year	Journal	Full Reference	Role in SAP	Focus
		<i>Academy of Management Review</i> , 40(1): 10-27.		
2015	AMA	Kieser, A., Nicolai, A. and Seidl, D. (2015). The practical relevance of management research: turning the debate on relevance into a rigorous scientific research program. <i>Academy of Management Annals</i> , 9(1): 143-233.	Affiliated	Practical relevance
2015	AMLE	Laamanen, T., Lamberg, J.-A., Vaara, E. (2015). Explanations of Success and Failure in Management Learning: What Can We Learn from Nokia's Rise and Fall? <i>Academy of Management Learning & Education</i> , 15(1): 2-25.	Affiliated	Practices of learning
2016	AMR	Vaara, E. & Lamberg, J.-A. (2016). Taking historical embeddedness seriously: three historical approaches to advance strategy process and practice research. <i>Academy of Management Review</i>, 41(4), 633–657.	Central	Historical embeddedness of strategic processes and practices
2016	AMLE	Feldman M. & Worline, M. (2016). The Practicality of Practice Theory. <i>Academy of Management Learning and Education</i>, 15(2), 304-324.	Central	Usefulness of practice theories in management learning and education
2016	AMA	Graebner, M.E., Heimeriks, K.H., Huy, Q.N. & Vaara, E. (2016). The Process of Postmerger Integration: A Review and Agenda for Future Research. <i>Academy of Management Annals</i> , 11(1): 1-32.	Affiliated	Practices of integrative change
2016	AMLE	Feldman, M., & Worline, M. (2016). The practicality of practice theory. <i>Academy of Management Learning & Education</i> , 15(2): 304-324.	Affiliated	Practical relevance
2016	AMA	Vaara, E., Sonenshein, S. & Boje, D. (2016). Narratives as Sources of Stability and Change in Organizations: Approaches and Directions for Future Research. <i>Academy of Management Annals</i> , 10(1): 495-560.	Affiliated	Discursive practices, practices of change, practices of stability
2017	AMJ	Glaser, V. (2017). Design Performances: How Organizations Inscribe Artifacts to Change Routines. <i>Academy of Management Journal</i>, 60(6), 2126-2154.	Central	Role of artifacts in strategy work
2017	AMJ	Glaser, V.L. (2017). Design Performances: How organizations inscribe artifacts to change routines. <i>Academy of Management Journal</i> , 60 (6), 2126-2154	Affiliated	Material practices, practices of change
2017	AMJ	Kaplan, S., Milde, J., & Cowan, R.S. (2017). Symbiotic practices in boundary spanning: Bridging the cognitive and political divides in interdisciplinary research. <i>Academy of Management Journal</i> , 60(4): 1387-1414.	Affiliated	Practices of boundary spanning
2018	AMJ	Deken, F., Berends, H., Gemser, G. & Lauche, K. (2018). Strategizing and the initiation of interorganizational collaboration through prospective resourcing. <i>Academy of Management Journal</i>, 61(5), 1920-1950.	Central	Strategizing in inter-organizational collaborations
2018	AMD	Reischauer, G. & Mair, J. (2018). How Organizations Strategically Govern Online Communities: Lessons from the Sharing Economy. <i>Academy of Management Discoveries</i>, 4(3): 220-247.	Central	Strategic practices of governing online communities

Year	Journal	Full Reference	Role in SAP	Focus
2018	AMLE	Cox, J.W. & Hassard, J. (2018). From relational to relationist leadership in critical management education: recasting leadership work after the practice turn. <i>Academy of Management Learning & Education</i> , 17(4): 532-556.	Affiliated	Practices of leadership
2018	AMA	Hällgren, M., Rouleau, L. & De Rond, M. (2018). A matter of life or death: How extreme context research matters for management and organization studies. <i>Academy of Management Annals</i> , 12(1): 111-153.	Affiliated	Practices in extreme contexts
2018	AMJ	Dittrich, K. and Seidl, D. (2018). Emerging intentionality in routine dynamics: A pragmatist view. <i>Academy of Management Journal</i> , 61(1): 111-138.	Affiliated	Role of practices in routines
2019	AMJ	Jarzabkowski, P., Lê, J. & Balogun, J. (2019). The social practice of coevolving strategy and structure to realize mandated radical change. <i>Academy of Management Journal</i>, 62(3), 850–882.	Central	Strategy practices in mandated radical change
2019	AMA	Langley, A., Lindberg, K., Mørk, B.E., Nicolini, D., Raviola, E. & Walter, L. 2019. Boundary work among groups, occupations and organizations: From cartography to process, <i>Academy of Management Annals</i> , 13(2): 704-736.	Affiliated	Practices of boundary spanning
2020	AMJ	Hengst, I.-A., Jarzabkowski, P., Hoegl, M. & Muethel, M. (2020). Toward a process theory of making sustainability strategies legitimate in action. <i>Academy of Management Journal</i>, 63(1), 246-271.	Central	Managing tensions in implementing a sustainability strategy alongside a traditional competitive strategy
2020	AMA	Weiser, A. K., Jarzabkowski, P., & Laamanen, T. (2020) Completing the adaptive turn: An integrative view of strategy implementation. <i>Academy of Management Annals</i>, 14(2), 969-1031.	Central	Review of the “adaptive turn” in implementation research
2020	AMJ	Chreim, S., Langley, A., Reay, T., Comeau-Vallée, M. & Huq, J.-L. 2020. Constructing and sustaining counter-institutional identities. <i>Academy of Management Journal</i> , 63(3): 935-964.	Affiliated	Identity practices
2020	AMLE	Tourish, D. (2020). The triumph of nonsense in management studies. <i>Academy of Management Learning & Education</i> , 19(1): 99-109.	Affiliated	Practical relevance
2020	AMD	Tsanakas, A., & Cabantous, L. (2020). Catastrophe Modeling and Metaphors in Financial Markets: A Reply to Etzion, Kypraios, and Forgues. <i>Academy of Management Discoveries</i> , 6(4), 717-720.	Affiliated	Discursive practices, material practices
2020	AMJ	Cloutier, C. & Ravasi, D. (2020). Identity trajectories: Explaining long-term patterns of continuity and change in organizational identities. <i>Academy of Management Journal</i> , 63 (4), 1196-1235.	Affiliated	Identity practices, practices of change, practices of stability
2021	AMJ	Jacobs, C.D., Kreutzer, K. & Vaara, E. (2020). Political Dynamics in Organizational Identity Breach and Reconstruction: Findings from the Crisis in UNICEF Germany. <i>Academy of Management Journal</i> , 64(3): 948-980.	Affiliated	Identity practices

Year	Journal	Full Reference	Role in SAP	Focus
2021	AMJ	Cappellaro, G., Compagni, A. & Vaara, E. (2021). Maintaining Strategic Ambiguity for Protection: Struggles over Opacity, Equivocality, and Absurdity around the Sicilian Mafia. <i>Academy of Management Journal</i> , 64(1): 1-37.	Affiliated	Practices of ambiguity
2021	AMJ	Baba, S., Sasaki, I. & Vaara, E. (2021). Increasing Dispositional Legitimacy: Progressive Legitimation Dynamics in a Trajectory of Settlements. <i>Academy of Management Journal</i> , 64(6): 1927–1968.	Affiliated	Practices of sensemaking, legitimation
2021	AMP	Kibler, E., Ginting-Szczesny, B.A., Vaara, E. & Heikkilä, J.-P. (2021). Envisioning Entrepreneurial Engagement in North Korea. <i>Academy of Management Discoveries</i> , 8(3): 459-489.	Affiliated	Practices of entrepreneurship
2022	AMP	Wenzel, A. (2022). Taking the future more seriously: from corporate foresight to “future making”. <i>Academy of Management Perspectives</i>, 36(2), 845-850.	Central	Strategic practices of future making
2022	AMJ	Kouamé, S., Hafsi, T., Oliver, D., & Langley, A. 2022. Creating and sustaining stakeholder emotional resonance with organizational identity in social mission-driven organizations, <i>Academy of Management Journal</i> , 65(6): 1864-1893.	Affiliated	Identity practices, emotional practices
2022	AMR	Bernacchio, C., Foss, N. J., & Lindenberg, S. (2022). The Virtues of Joint Production: Ethical Foundations for Collaborative Organization. <i>Academy of Management Review</i> , 49(1): 155-181.	Affiliated	Practices of collaboration
2022	AMA	Bruton, G., Lewis, A., Lopez, J., & Chapman, K. (2022). A Racialized View of Entrepreneurship: A Review and Proposal for Future Research. <i>Academy of Management Annals</i> , 17(2), 492–515.	Affiliated	Opening up theorizing, practice of entrepreneurship
2022	AMLE	Hay, A. (2022). On the neglect of fallibility in management learning and education: from perfect to adequate managers. <i>Academy of Management Learning & Education</i> , 22(4): 702-717.	Affiliated	Practical relevance
2022	AMLE	Huang, P., Wright, A. L., & Middleton, S. (2022). How Material Objects Shape Student Team Learning Processes. <i>Academy of Management Learning & Education</i> , 21(1): 35-60.	Affiliated	Material practices, practices of learning
2022	AMR	Leone, P. V., Mantere, S., & Faraj, S. (2022). Open theorizing in management and organization studies. <i>Academy of Management Review</i> , 46(4), 725-749.	Affiliated	Opening up theorizing, management practice
2022	AMJ	Jarzabkowski, P., Bednarek, R., Chalkias, K. and Cacciatori, E. (2022). Enabling rapid financial response to disasters: knotting and reknitting multiple paradoxes in interorganizational systems. <i>Academy of Management Journal</i> , 65 (5): 1477-1506.	Affiliated	Practices of collaboration Paradox Practices in extreme context
2023	AMJ	Couture, F., Jarzabkowski, P. and Lê, J. (2023). Triggers, traps, and disconnect:	Affiliated	Practices of collaboration

Year	Journal	Full Reference	Role in SAP	Focus
		how governance obstacles hinder progress on grand challenges. <i>Academy of Management Journal</i> , 66 (6), 1651-1680.		
2023	AMP	Klag, M., & Langley, A. (2023). When everything interacts with everything else: Intervening in messes. <i>Academy of Management Perspectives</i> , 37(1): 37-54.	Affiliated	Opening up theorizing, management practice
2023	AMR	Lindebaum, D., Moser, C., Ashraf, M. & Glaser, V.L. (2023). Reading the technological society to understand the mechanization of values and its ontological consequences. <i>Academy of Management Review</i> , 48(3): 575-592.	Affiliated	Opening up theorizing, values-based practices
2023	AMD	Jonczyk Sédès, C., Miedtank, T. and Oliver, D. (2023). Suddenly I felt like a migrant: Identity and mobility threats facing European self-initiated expatriates in the UK under Brexit. <i>Academy of Management Discoveries</i> , 9(2): 187-209.	Affiliated	Practices of identity
2024	AMD	Ajay, B., Vough, H.C. and Oliver, D. (2024). So, what do you do? Exploring identity claiming by entrepreneurs. <i>Academy of Management Discoveries</i> , 10(1): 91-117.	Affiliated	Practices of identity
In-Press	AMJ	Cloutier, C. & Couture, F. (forthcoming). Comfortably uncomfortable: Unpacking the microdynamics of field stability and change. <i>Academy of Management Journal</i> .	Affiliated	Practices of stability, practices of change
In-Press	AMR	Moser, C., Glaser, V.L. & Lindebaum, D. (forthcoming). Taking situatedness seriously in theorizing about competitive advantage through AI – A response to Kemp’s ‘competitive advantages through artificial intelligence’. <i>Academy of Management Review</i> .	Affiliated	Open up theorizing, material practices