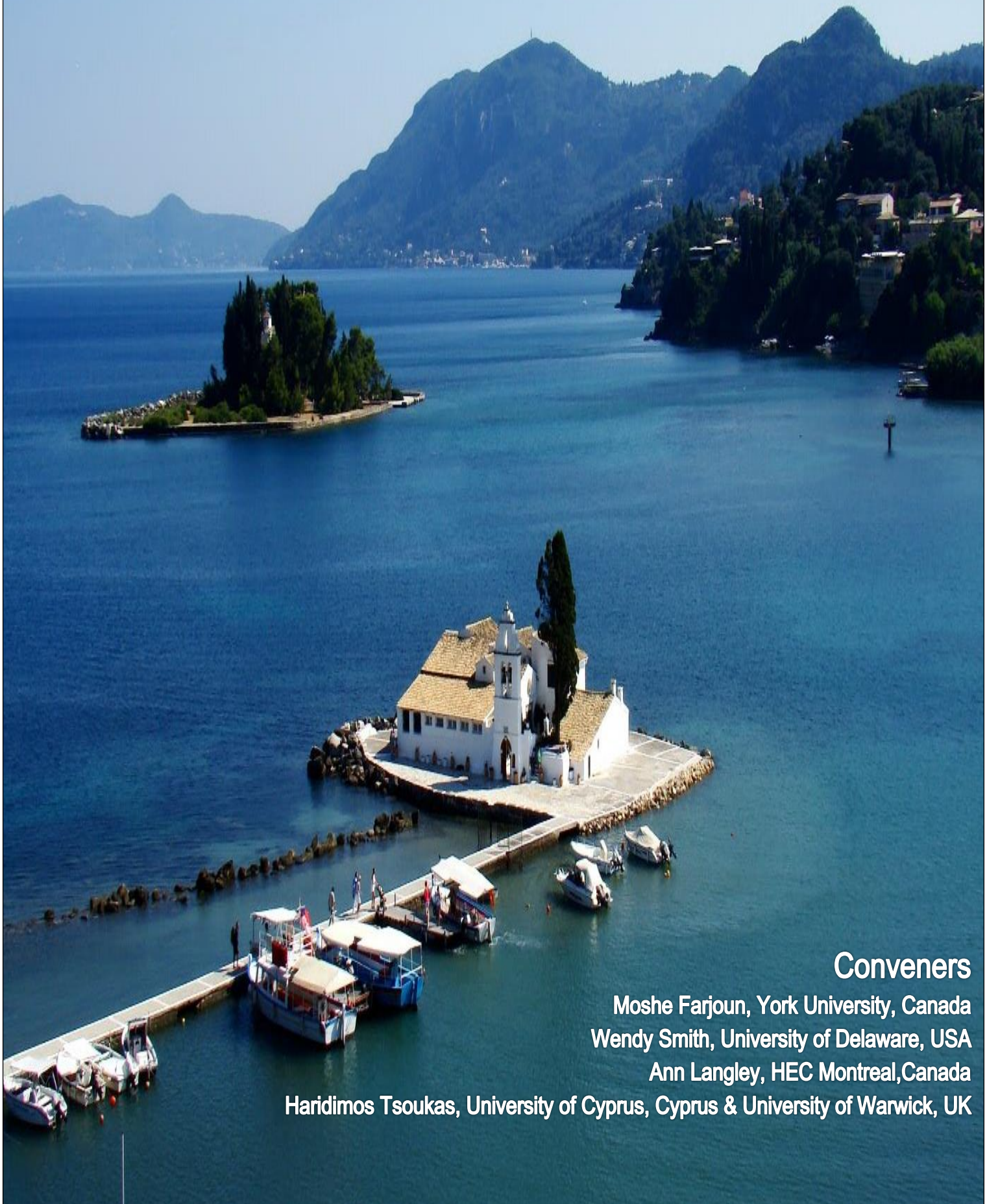


8th International Process Symposium

Theme: Dualities, Dialectics and Paradoxes in Organizational Life

16-18 June 2016, Corfu, Greece



Conveners

Moshe Farjoun, York University, Canada

Wendy Smith, University of Delaware, USA

Ann Langley, HEC Montreal, Canada

Haridimos Tsoukas, University of Cyprus, Cyprus & University of Warwick, UK

Tuesday, June 14th 2016

- 18:00-19:30 Early Registration – Corfu Holiday Palace Hotel (Reception Area)
- 18:30-21:00 Welcome Reception for workshop participants, Kefi Bar & Lounge
- 21:00-23:00 Dinner - Corfu Holiday Palace Hotel – Nausica Room

Wednesday, June 15th 2016

- 09:00-10:30 Pre-symposium Workshop: *Process Philosophy and Organization Studies: Taking Stock and Moving Forward*, Tor Hernes & Haridimos Tsoukas, Room: Nausika
- 10:30-11:00 Coffee Break
- 11:00-12:00 Pre-symposium Workshop: *Process Philosophy and Organization Studies: Taking Stock and Moving Forward*, Tor Hernes & Haridimos Tsoukas, Room: Nausika
- 12:00-13:00 Pre-symposium Workshop: *Publishing in Organization Studies: Dualities and Dialectics*, David Musson, Room: Nausika
- 13:00-14:30 Lunch
- 14:30-16:30 Roundtables
- 18:00-19:30 Registration – Corfu Holiday Palace Hotel (Reception Area)
- 18:30-21:00 Welcome Reception, Kefi Bar & Lounge
- 21:00-23:00 Dinner - Corfu Holiday Palace Hotel – Nausica Room

Thursday, June 16th 2016

- 09:00-10:00 Keynote Address: John D. Dunne, *Maintaining Systemic Integrity: Reflexivity and Nondual Mindfulness*
- 10:00-10:30 Coffee Break
- 10:30-12:35 **Parallel Sessions I**
- 12:35-14:00 Lunch
- 14:00-15:30 **Parallel Sessions II**
- 15:30-16:00 Coffee Break
- 16:00-17:30 **Parallel Sessions III**
- 20:00-23:00 BBQ Dinner at hotel, swimming pool area

Friday, June 17th 2016

- 09:00-10:00 Keynote Address: Charles W. Nuckolls, *Paradox in Mind and Culture*
- 10:00-10:30 Coffee Break
- 10:30-12:35 **Parallel Sessions IV**
- 12:35-14:00 Lunch
- 14:00-15:00 Keynote Address: Marianne W. Lewis, *Organizational Paradox: Tensions, Cycles and Oscillation*
- 15:00-15:30 Coffee Break
- 15:30-17:30 **Parallel Sessions V**
- 20:00-23:00 Dinner at Corfu Sailing Club (pick up time 19:30 from hotel)

Saturday, June 18th 2016

- 09:00-10:00 Keynote Address: Linda L. Putnam, *Developing Alternative Process Perspectives on Organizational Dialectics and Paradoxes*
- 10:00-10:30 Coffee Break
- 10:30-12:45 **Parallel Sessions VI**
- 12:50-13:30 Closing / Reflections on Symposium
- 13:30-14:30 Lunch

Wednesday, June 15th 2016

14:30-16:30 Pre-symposium Roundtables

#1. Room: Ballroom - Chair: Jorgen Sandberg

- 14:30-14:50** **PROS-059:** Exploring project-based organizing through action research
Liselore Havermans, Simon Twaalsfhoven, Joep Cornelissen, Paul Jansen
- 14:50-15:10** **PROS-069:** Process approach to critical client feedback in consulting conversations
Virpi-Liisa Kykyri, Risto Puutio
- 15:10-15:30** **PROS-031:** Separate to integrate the task as a whole in work-meetings? Two types of learning hindering each other – the duality between execution and development of the same task
Annika Engstrom
- 15:30-15:50** **PROS-151:** Playing for Real: Middle-Managers' Simulations and the Construction of Organizational Simulacra
Ricardo Azambuja, Gazi Islam
- 15:50-16:10** **PROS-104:** How to socially Innovate? A Process narrative of a social innovation project within a Dutch municipality
Irene Jonkers
- 16:10-16:30** **Discussion**

#3. Room: Leykas - Chair: Wendy Smith

- 14:30-14:50** **PROS-048:** The 'hubrisizing' of leadership: A process view
Tim Wray and Eugene Sadler-Smith
- 14:50-15:10** **PROS-096:** Waves of Voice: Exploring the Interactive Nature and Dynamics of Voice Behavior
Michael Hartmann, Jochen Koch, Matthias Wenzel
- 15:10-15:30** **PROS-146:** I've Got You Under My Skin: Relational Processes of Identity Construction Between Healthcare Professionals and Multiple Counterparts
Luzan Koster, Sierk Ybema
- 15:30-15:50** **PROS-101:** Experts Under Pressure: The Consequences of New Public Management Reforms for Learning and Innovating on a Network-Level
Nick Oostervink, Marlous Agterberg, Bart van den Hooff, Marleen Huysman
- 15:50-16:10** **Discussion**

#2. Room: Nausika - Chair: Moshe Farjoun

- 14:30-14:50** **PROS-025:** Elucidating the bridging role of artifacts: How and why do artifacts break and (re-)establish truces in organizational routines?
Nicolas J. B. Wiedemann
- 14:50-15:10** **PROS-026:** A chance to stretch your legs: Organizational capabilities and new business opportunities
Leticia Antunes Nogueira
- 15:10-15:30** **PROS-030:** Experimentation in business modelling
Neva Bojovic, Corine Genet, Valerie Sabatier
- 15:30-15:50** **PROS-119:** Don't you dare call me "strategic": How practices emerge and interrelate between academia and business
Lukas Wiafe
- 15:50-16:10** **PROS-133:** 'I'm just unpacking that we are in all agreement'. Problem solving as a co-orientation activity: a sociolinguistic view
Kyoungmi Kim
- 16:10-16:30** **Discussion**

#4. Room: Ithaca - Chair: Dvora Yanow

- 14:30-14:50** **PROS-134:** Responding to process theory in research practice
Line Revsbaek
- 14:50-15:10** **PROS-135:** Metaphorical way of reporting a process study Illustrative example of a study of trust development and dynamics
Mirjami Ikonen
- 15:10-15:30** **PROS-149:** When The Spirit Is Willing But The Flesh is Weak: How embodied ontological insecurity impedes and facilitates organizational change
Kelly Thomson, Maitreya Coffey
- 15:30-15:50** **PROS-114:** The edge of the plate: The practice of strategic decision making
Richard O'Quinn, Jorgen Sandberg, Paul Spee
- 15:50-16:10** **Discussion**

10:30-12:35 Parallel Sessions I

1. Dualities, Dualisms and Paradoxes in Organizations and Management

Room: Ballroom - Chair: Wendy Smith

- 10:30-10:55** **PROS-043:** Organizing individuality: Turning the paradox of individuality within organization into duality by innovative management
Marc Krautzberger, Thomas Schumacher
- 10:55-11:20** **PROS-045:** Dealing with competing demands in creative professional service firms
Beatrice Manzoni, Leentje Volker
- 11:20-11:45** **PROS-050:** Unravelling Coopetition as Process: Exploring Managerial Dualities Arising from Working with Who Works Against You
Patrick Reinmoeller, Shaz Ansari
- 11:45-12:10** **PROS-087:** Resolving the tension between care and instrumentality in the workplace: An empirical inquiry
Anne Antoni, Juliane Reinecke, Marianna Fotaki
- 12:10-12:35** **Discussion**

3. Institutions, Organizations and Change

Room: Leykas - Chair: Ann Langley

- 10:30-10:55** **PROS-150:** Exploring Sociomateriality of Institutional Logics: The Process of Mobilizing Materiality in Practice Change
Bijan Azad
- 10:55-11:20** **PROS-140:** Establishing new organizational roles in a mature project based industry: from project to field learning
Bente Lieftink, Armand Smits, Kristina Lauche
- 11:20-11:45** **PROS-148:** Best and Brightest? How the presence of professionals in "strange bodies" disrupts meritocracy in the Canadian accounting profession?
Kelly Thomson, Joanne Jones
- 11:45-12:10** **PROS-015:** The Paradox of Performative in Marginalizing and Reconstituting Identities
Raghu Garud, Thinley Tharchen
- 12:10-12:35** **Discussion**

2. Sensemaking, Sensegiving and Enactment in Organizations

Room: Nausika - Chair: Jorgen Sandberg

- 10:30-10:55** **PROS-010:** Institutional sensemaking, reality disjunctures and the truth production process: The case of the Mull of Kintyre helicopter crash
Frank Mueller, S. Addison, Andrea Whittle
- 10:55-11:20** **PROS-102:** Successful-or not? Global virtual teams as enacted environments
Katja Einola, Peter Zettinig
- 11:20-11:45** **PROS-106:** Project management, sensegiving and managing by ambiguity: an ethnography
Caroline Rieu Plichon
- 11:45-12:10** **PROS-107:** From doing good to being true: a process study of how meditating managers enact nondual experiences in their working lives
Lasse Lychnell
- 12:10-12:35** **Discussion**

4. Organizational Change and Becoming in Organizations and Communities

Room: Ithaca - Chair: Moshe Farjoun

- 10:30-10:50** **PROS-016:** A dialectic reframing of organizational change: Towards a processual perspective on changing
Alain Guette, Koen Vandenbempt
- 10:50-11:10** **PROS-032:** Toward a theory of organizational plasticity: How to promote the notion of becomingness
Muayyad Jabri
- 11:10-11:30** **PROS-071: Intentionality and Becoming:** the dynamics of forces and flows in the process of making
Anna Brown, Gail Greig
- 11:30-11:50** **PROS-142:** Managing change in professional context: Embracing paradox or shifting tensions to others?
Frederic Gilbert, Kathleen Bentein, Valerie Michaud, Carl-Hardy Dubois, Jean-Luc Bedard
- 11:50-12:10** **PROS-156:** Talking spaces: Revealing the role of presence in workplaces during organizational change
Colleen Mills, N. Arnaud
- 12:10-12:35** **Discussion**

14:00-15:30 Parallel Sessions II

5. Dualities, Dualisms and Paradoxes in Organizations and Management

Room: Ballroom - Chair: Marianna Fotaki

14:00-14:25 **PROS-019:** Contradiction or integration? Dialogism versus monologism, heterology versus commonality
Philippe Lorino

14:25-14:50 **PROS-017:** Passion, desire and organization: reconciliation or irreducible difference?
Frederic Leroy

14:50-15:15 **PROS-054:** Jean-Luc Nancy and the Promise of Corporeal Ethics in Organizations
Natalia Korchagina, Alison Pullen

15:15-15:30 **Discussion**

7. Theorizing and Researching Process

Room: Leykas - Chair: Tor Hernes

14:00-14:25 **PROS-035:** Theorizing theorizing: developing novel theories through pre-understanding
Mats Alvesson, Jorgen Sandberg

14:25-14:50 **PROS-021:** Process Theorizing In Is Research: From Simple Process Models To Complex Socio-Technical Process Models
Kalle Lyytinen, Mike Newman

14:50-15:15 **PROS-072:** Social process as narrative networks: Moving methodology forward
Frank Boons, Wouter Spekkink

15:15-15:30 **Discussion**

6. Learning and Reflexivity in Organizations

Room: Nausika - Chair: Dvora Yanow

14:00-14:25 **PROS-083:** The Process of Transition-Becoming a legitimate peripheral participant in the practice of seafaring
Ila Bharatan, Jacky Swan

14:25-14:50 **PROS-067:** Organizational reflexivity as stepping-back and stepping-in - a process perspective on introducing lean management in an emergency care unit
Simone Gutzan, Harald Tuckermann, Matthias Mitterlechner

14:50-15:15 **PROS-053:** Serious Games for Serious Learning. A process approach
Evangelia Baralou, Georgios Vardaxoglou

Discussion

8. Making Strategy

Room: Ithaca – Chair: Shaz Ansari

14:00-14:25 **PROS-123:** Mattering Consistently: The Process of Strategy Emerging
Bob Giglotti, Maria Gondo

14:25-14:50 **PROS-131:** Transforming uncertainty into calculable risk: The process of business model formulation for digital innovations
Katerina Antonopoulou, Joe Nandhakumar

14:50-15:15 **PROS-073:** Dialectical tensions and interactions of internal and external strategizing
Rinske Wolters, Berber Pas, Kristina Lauche

15:15-15:30 **Discussion**



16:00-17:30 Parallel Sessions III

9. Dualities, Dualisms and Paradoxes in Organizations and Management

Room: Ballroom - Chair: Evangelia Baralou

- 16:00-16:25** **PROS-105:** The Institutionalization of IT Innovation: A Dialectical Perspective
Jacky Swan, Harry Scarbrough, Maxine Robertson
- 16:25-16:50** **PROS-110:** Negotiation of social standing in merged organizations: a perspective on intergroup dialectics and collective acting
Klaus Neundlinger, Camelia Oancea
- 16:50-17:15** **PROS-115:** On the dialectics of inter-organizational relationship development
Siavash Alimadadi, Anna Bengtson, Asta Salmi
- 17:15-17:30** **Discussion**

10. Skills, Expertise and Creativity at Work

Room: Nausika - Chair: Kai Riemer

- 16:00-16:25** **PROS-034:** Enacting skill in work performance
Jorgen Sandberg, Gloria Dall'Alba, Anna Stephens
- 16:25-16:50** **PROS-074:** Exploring the Relationship between Skill and Creativity: A Phenomenological Perspective
Natalia Korchagina, Babis Mainemelis
- 16:50-17:15** **PROS-076:** I'll Be There for You: The Work of "Presencing" in a Distributed Tele-Nursing Call Centre
Ella Hafermalz, Kai Riemer
- 17:15-17:30** **Discussion**

11. Organizational Change and Becoming in Organizations and Communities

Room: Leykas - Chair: Juliane Reinecke

- 16:00-16:25** **PROS-012:** Risks and Consequences of Temporal Discontinuity in Organizational Change Processes
Katlin Pulk
- 16:25-16:50** **PROS-001:** Why positive interventions originate process contradictions?
Miguel Pina e Cunha, Armenio Rego, Ace V. Simpson
- 16:50-17:15** **PROS-090:** The Ties that Bind Us: A Process-Based Approach to Understanding a Sense of Attachment and its Impact within Diverse Communities
Lindsey D. Cameron
- 17:15-17:30** **Discussion**

12. Making Strategy

Room: Ithaca - Chair: Harald Tuckermann

- 16:00-16:25** **PROS-052:** Implementing Strategic Initiatives: A Translational Perspective
Sebastien Picard, Kathrin Sele, Carola Wolf
- 16:25-16:50** **PROS-061:** (Non-) Decision-Making In The Strategy Process: Exploring "Decision-Constraining Heuristics"
Madeleine Rauch, Matthias Wenzel, Jochen Koch
- 16:50-17:15** **Discussion**

Friday, June 17th 2016

10:30-12:35 Parallel Sessions IV

13. Dualities, Dualisms and Paradoxes in Organizations and Management

Room: Ballroom - Chair: Wendy Smith

- 10:30-10:55** **PROS-136:** Developing and institutionalizing meta-aspirations: From dualism to duality.
Sylvia Schweiger, Wolfgang Guettel, Stephan Klinge
- 10:55-11:20** **PROS-144:** Negotiations and Lovesongs: Managing Dualities in the Core and Periphery of Project-Based Markets
Elizabeth Long Lingo
- 11:20-11:45** **PROS-124:** Creating production values in a dramatic television series: Bridging creative and financial imperatives through the dialectics of calculative practice
Esther R. Maier
- 11:45-12:10** **PROS-036:** Beyond social and economy duality: developing a makerspace to change society
Anthony Husenot
- 12:10-12:35** **Discussion**

15. Process Issues in Organizations and Management

Room: Leykas - Chair: Frank Mueller

- 10:30-10:55** **PROS-120:** 'The Lie Detectors': Three cases of practical epistemics
Andrea Whittle and Nick Llewellyn
- 10:55-11:20** **PROS-022:** Co-orientation without losing face: Ironic personas as a means to make sense of controversial issues
Winston Kwon, Ian Clarke, Rowan R. Mackay, Ruth Wodak, Eero Vaara
- 11:20-11:45** **PROS-117:** Epistemologies in Clash: What happens when analytics lands in the organization?
Stella Pachidi, Hans Berends, Samer Faraj, Marleen Huysman
- 11:45-12:10** **PROS-122:** The revolving credit of legitimacy: maintaining provisional autonomy through legitimacy work
Veronique Steyer, Gilles-Cylien Gibert, Sebastien Picard
- 12:10-12:35** **Discussion**

14. Contradictions, Dialectics and Paradoxes in Organizational Life

Room: Nausika - Chair: Moshe Farjoun

- 10:30-10:55** **PROS-028:** Processing paradoxes through a Chiasmic Organising
Wendelin Kupers, Jurgen Deeg
- 10:55-11:20** **PROS-060:** Struggling with paradoxes, again: An exploration in a youth prison
Jochen Koch, Matthias Wenzel, Wasko Rothmann, Ninja Natalie Senf
- 11:20-11:45** **PROS-003:** The existential dimensions of the paradox of becoming in the process turn in organisational studies
Steven Segal
- 11:45-12:10** **PROS-049:** Dialectic of recognition and gift: convergence and opposition
Frederic Leroy, Nathalie Richebe
- 12:10-12:35** **Discussion**

16. Paradoxes in Management and Professional Practices

Room: Ithaca - Chair: Haridimos Tsoukas

- 10:30-10:55** **PROS-143:** Organisational paradox, rationality and the CEO **Jamie Priestley, Andreas Liefoghe**
- 10:55-11:20** **PROS-130:** Paradoxes in a family business
Horia Moasa
- 11:20-11:45** **PROS-068:** Paradoxical Clinical Practice
Simon Carmel
- 11:45-12:10** **PROS-129:** Exploring the Paradox of Empowerment in Health Care: An Inquiry Approach **Richard Badhan, Nic Beech, Robert MacIntosh**
- 12:10-12:35** **Discussion**

Friday, June 17th 2016

15:30-17:35 Parallel Sessions V

17. Process Issues in Organizations and Management

Room: Ballroom - Chair: Philippe Lorino

15:30-15:55 **PROS-127:** A Process Approach to Work-Life Crafting: Cycles of Opportunity and Dead-Ends in a Time-Hungry Occupation
Spela Trefalt, Emily Heaphy

15:55-16:20 **PROS-125:** Managing Biological Fieldwork to Death: An Ethnographic Case Analysis
Janna Rose

16:20-16:45 **PROS-079:** What makes technologies disruptive? A strong process view
Kai Riemer, Robert B. Johnston

16:45-17:10 **PROS-095:** The disruptor's dilemma: Explicating the challenges of creating the future within the clean energy sector
Sanjay Jain, Antoaneta Petkova, Anu Wadhwa, Xin Yao

17:10-17:35 **Discussion**

19. Improvisation, Bricolage and Knowledge at Work

Room: Leykas - Chair: Jacky Swan

15:30-15:55 **PROS-097:** Practices, Affordances and Improvisation: An Ethnographic Study
Demetris Hadjimichael, Haridimos Tsoukas

15:55-16:20 **PROS-155:** Value of Bricolage in Addressing Continuous Change and Organizational Becoming
Zorina Aljona

16:20-16:45 **PROS-128:** Co-design: Paradoxical Practice to Create Knowledge for Intentional Change
Svenja Tams

16:45-17:10 **PROS-141:** Turbulent Stability of Emergent Roles: The Dualistic Nature of Self-Organizing Knowledge Co-Production
Hila Lifshitz Assaf, Ofer Arazy, Oded Nov, Johannes Daxenberger, Iryna Gurevych

17:10-17:35 **Discussion**

18. Paradoxes in Management and Professional Practices

Room: Nausika - Chair: Ann Langley

15:30-15:55 **PROS-103:** Paradoxes in Practice
Charlotte Oland Madsen, Mette Vinther Iarsen, Pernille Schulze

15:55-16:20 **PROS-089:** The paradoxical crews of top level swimmers and their coach
Thomas Paris, Nathalie Richebe

16:20-16:45 **PROS-139:** Tensions and ambiguities in the practice of corporate tax inspection
Hanna Timonen

16:45-17:10 **PROS-078:** Reduced Audit Quality Practices in Government Audit
Firdaus Amyar, Alan Lowe, Nunung Nurul Hidayah, Margaret Woods

17:10-17:35 **Discussion**

20. Contradictions, Dialectics and Paradoxes in Organizational Life

Room: Ithaca - Chair: Moshe Farjoun

15:30-15:55 **PROS-027:** Routines and Anti-routines: The Paradoxical Symbiosis of Routines and Play Behavior
Dionysios D. Dionysiou, Charalambos Mainemelis

15:55-16:20 **PROS-051:** How to embed paradox solutions - a process perspective on establishing reflective routines during an organizational change in a nursing department
Harald Tuckermann, Carola Wolf

16:20-16:45 **PROS-005:** How Do Institutional Paradoxes Evolve? The Gender Equality Paradox in Professional Tennis
Laura Claus, Jochem Kroezen

16:45-17:10 **PROS-086:** Innovation responses to paradox in news organizations: A performative perspective
Eric Breit, Arne Lindseth Bygdas, Aina Landsverk Hagen, Oyvind Palshaugen

17:10-17:35 **Discussion**

10:30-12:45 Parallel Sessions IV

21. Process Issues in Organizations and Management

Room: Ballroom - Chair: Dvora Yanow

- 10:30-10:55 **PROS-082:** Blending practice worlds: Impact assessment as a transdisciplinary practice
Jarrold Ormiston, Richard Seymour
- 10:55-11:20 **PROS-064:** Tensions within a multifaceted identity as triggers for organizational development: A process analysis **Link Karin, Mueller Barbara**
- 11:20-11:45 **PROS-039:** Organizing Time in Danish schools
Nana Vaaben
- 11:45-12:10 **PROS-111:** Eternal today - Temporal agency in strategy making **Jenni Myllykoski, Anniina Rantakari**
- 12:10-12:35 **PROS-011:** Some Things Can Never Be Unseen: A Contextual Perspective on Psychological Injury at War
Mark de Rond, Jaco Lok
- 12:35-12:45 **Discussion**

23. Entrepreneurship and Innovation

Room: Leykas - Chair: Muayyad Jabri

- 10:30-10:55 **PROS-154:** Dialogues and places to be(come) in entrepreneurial ba practices
Havard Asvoll and Øystein Rennemo
- 10:55-11:20 **PROS-075:** Where the Wild Things Are: The Ecological Paradox of "Innovation Labs"
Ella Hafermalz, Dirk S. Hovorka
- 11:20-11:45 **PROS-094:** The dynamic processes of accepting novel ideas in teams
Sarah Harvey, Jennifer Mueller
- 11:45-12:10 **PROS-138:** Contradictions in medical innovation processes
Bjorn Erik Mork, Gail Greig, Jasmina Masovic, Ole Hanseth and Davide Nicolini
- 12:10-12:35 **PROS-118:** Toward A Theory Of Phronetic Judgement In Entrepreneurial Decision Making
Noni Symeonidou
- 12:35-12:45 **Discussion**

22. Paradoxes in Management and Professional Practices

Room: Nausika - Chair: Wendy Smith

- 10:30-10:55 **PROS-126:** How the opposite forces of functional diversity and interdependency drive coordination process
Hille Bruns
- 10:55-11:20 **PROS-112:** Overcoming the failure of parental interventions in the multi-business firm: the role of conflictive-based learning
Joakim Netz & Ari Ginsberg
- 11:20-11:45 **PROS-077:** Organizational Engagement in Climate Change: A Performative Account of Organizational Environmental Reality **Jo Orsatti, Sebastian K Boell**
- 11:45-12:10 **PROS-092:** Every other day. Dirty practices and (c)lean management. **Thijs Willems**
- 12:10-12:35 **Discussion**