Where is strategy

- Chia and Holt: We don’t look at the lower level people enough
- Cunha: Representation of sales data by call-centre staff and their managers
- Spee: The strategic planning process where the actors define themselves as doing strategy
- Grand: Entrepreneurs: “We don’t do strategy. We do something else”
- Wright: Strategy language raised resistance for non-strategy actors
- Peeters et al: Self reports of strategy-making by those branded strategists: “Do something strategic”
Where to look for strategy

• Top team activities – meetings, scenario planning, management training, etc.
• Family occasions/council dialogues
• Power dependencies and interdependencies between organizations and their key stakeholders
• In corporate branding
• Strategic HR issues
• Organizing activities (within & between organizations)
• Frames/routines/relational interacts
Strategy Skills

- Managing impressions of trust
- Dissembling, deception, representation
- Wayfinding
- Sensemaking, sensetesting
- Performing – populating the ostensive with actions
- Using (and abusing) artefacts, metrics and models
- Strategizing the self
- Strategizing the ‘firm’
Performative & Ostensive

- Abstract concept of strategy (academic)
- Abstract concept of strategy (practitioner)
- Various actions that populate the abstract concept
- Various actions that populate the absence of the abstract concept
- Various researcher actions that interpret and explain the abstract concept (HARD!)
- Multiple moves for performing and transforming s-as-p research