

TENSIONS AND PARADOXES IN TEMPORARY ORGANIZING

Edited by

Timo Braun and Joseph Lampel

Sponsored by the
ASA section on Organizations,
Occupations and Work

RESEARCH IN THE
SOCIOLOGY OF ORGANIZATIONS

VOLUME 67

TENSIONS AND PARADOXES IN TEMPORARY ORGANIZING

RESEARCH IN THE SOCIOLOGY OF ORGANIZATIONS

Series Editor: Michael Lounsbury

- Volume 41: Religion and Organization Theory
- Volume 42: Organizational Transformation and Scientific Change: The Impact of Institutional Restructuring on Universities and Intellectual Innovation
- Volume 43: Elites on Trial
- Volume 44: Institutions and Ideals: Philip Selznick's Legacy for Organizational Studies
- Volume 45: Towards a Comparative Institutionalism: Forms, Dynamics and Logics Across the Organizational Fields of Health and Higher Education
- Volume 46: The University Under Pressure
- Volume 47: The Structuring of Work in Organizations
- Volume 48A: How Institutions Matter!
- Volume 48B: How Institutions Matter!
- Volume 49: Multinational Corporations and Organization Theory: Post Millennium Perspectives
- Volume 50: Emergence
- Volume 51: Categories, Categorization and Categorizing: Category Studies in Sociology, Organizations and Strategy at the Crossroads
- Volume 52: Justification, evaluation and critique in the study of organizations: contributions from French pragmatist sociology
- Volume 53: Structure, content and meaning of organizational networks: extending network thinking
- Volume 54A: Multimodality, Meaning, and Institutions
- Volume 54B: Multimodality, Meaning, and Institutions
- Volume 55: Social Movements, Stakeholders and Non-Market Strategy
- Volume 56: Social Movements, Stakeholders and Non-Market Strategy
- Volume 57: Toward Permeable Boundaries of Organizations?
- Volume 58: Agents, Actors, Actorhood: Institutional Perspectives on the Nature of Agency, Action, and Authority
- Volume 59: The Production of Managerial Knowledge and Organizational Theory: New Approaches to Writing, Producing and Consuming Theory
- Volume 60: Race, Organizations, and the Organizing Process
- Volume 61: Routine Dynamics in Action
- Volume 62: Thinking Infrastructures
- Volume 63: The Contested Moralities of Markets
- Volume 64: Managing Inter-organizational Collaborations: Process Views
- Volume 65A: Microfoundations of Institutions
- Volume 65B: Microfoundations of Institutions
- Volume 66: Theorizing the Sharing Economy: Variety and Trajectories of New Forms of Organizing

RESEARCH IN THE SOCIOLOGY OF
ORGANIZATIONS VOLUME 67

TENSIONS AND PARADOXES IN TEMPORARY ORGANIZING

EDITED BY

TIMO BRAUN

*Darmstadt University of Applied Sciences, Germany and
Freie Universität Berlin, Germany*

JOSEPH LAMPEL

*Alliance Manchester Business School
University of Manchester*



United Kingdom – North America – Japan
India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2020

Copyright © 2020 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-83909-349-4 (Print)

ISBN: 978-1-83909-348-7 (Online)

ISBN: 978-1-83909-350-0 (Epub)

ISSN: 0733-558X (Series)



ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

CONTENTS

List of Tables and Figures vii

Series Editor Biographies xi

Contributor Biographies xiii

**Introduction: Tensions and Paradoxes in Temporary Organising:
Mapping the Field**

Timo Braun and Joseph Lampel 1

**PART I
TEMPORARY ORGANISING: EVENTS**

Chapter 1 The Belonging Paradox and Identities in Festivals
Robert DeFillippi and Yesim Tonga Uriarte 17

**Chapter 2 The Temporal-enduring Paradox: The Case
of Umeå Capital of Culture 2014**
*Stewart Clegg, Miguel Pina e Cunha, Medhanie Gaim
and Nils Wåhlin* 37

**Chapter 3 By the People, For the People: Emergence and
Spread of the ‘Unconference’ as New Temporary
Organisational Form**
Joseph Lampel, Aneesh Banerjee and Ajay Bhalla 61

**PART II
TEMPORARY ORGANISING: PROJECTS**

**Chapter 4 Acting in Time: Temporal Work Enacting Tensions at
the Interface between Temporary and Permanent Organisations**
Joana Geraldi, Iben Stjerne and Josef Oehmen 81

Chapter 5 Temporary Organizing and Acceleration: On the Plurality of Temporal Structures in Accelerators <i>Lorenzo Skade, Sarah Stanske, Matthias Wenzel and Jochen Koch</i>	105
Chapter 6 Who's Got The Time? Temporary Organising Under Temporal Institutional Complexity <i>Sofia Pemsel and Jonas Söderlund</i>	127
PART III TEMPORARY ORGANISING: NETWORKS	
Chapter 7 Adaptive Responses to Performance Gaps in Project Networks <i>Federica Angeli, Jörg Raab and Leon Oerlemans</i>	153
Chapter 8 Temporal Co-dependence between Temporary and Permanent Organising: Tackling Grand Challenges in the Case of the Refugee Crisis in Germany <i>Anja Danner-Schröder and Gordon Müller-Seitz</i>	179
Chapter 9 Tensions in Portfolios of Temporary Organisations: How Project Portfolio Maturity Attenuates the Negative Effects of Portfolio Ambidexterity <i>René Abel, Suleika Bort, Indre Maurer, Clarissa E. Weber and Hendrik Wilhelm</i>	209
<i>Index</i>	233

LIST OF TABLES AND FIGURES

TABLES

Introduction

Table 1	Volume Overview along the Lines of Investigated Phenomena, Fields of Theorisation, and Major Research Foci.	6
---------	---	---

Chapter 2

Table 2.1	Role of Memory in the Temporary-enduring Paradox.	43
Table 2.2	Temporary Organisation vs Enduring Organisation.	45
Table 2.3	Paradoxes of Temporality and Enduring in the Temporary Organisation.	56

Chapter 4

Table 4.1	Overview of the Interviewees.	86
-----------	-------------------------------	----

Chapter 5

Table 5.1	Data Overview.	109
-----------	----------------	-----

Chapter 6

Table 6.1	Empirical Illustrations of the <i>Innovating</i> Strategy.	137
Table 6.2	Empirical Illustrations of the <i>Partial Decoupling</i> Strategy.	138
Table 6.3	Empirical Illustrations of the <i>Avoiding</i> Strategy.	139
Table 6.4	Empirical Illustrations of the <i>Surfing</i> Strategy.	141
Table 6.5	Summary of the Four Response Strategies.	142

Chapter 7

Table 7.1	Comparison of Characteristics of the LPF Perspective and this Study's Result.	175
-----------	---	-----

Chapter 8

Table 8.1	Overview of Our Collected Data.	187
Table 8.2	Data Analysis with Illustrative Evidence.	189
Table 8.3	Archetypical Distinction between Deliberate and Emergent Forms of Temporal Organising.	202

Chapter 9

Table 9.1	Performance Items, Standardised Loadings, and Cronbach's Alpha.	219
Table 9.2	Descriptive Statistics and Correlations.	222
Table 9.3	OLS Regression Results of Covariate Effects on Performance.	223

FIGURES

Chapter 1

Fig. 1.1	Sectors of the Exhibitors (2015).	25
Fig. 1.2	Transformation of the San Michele Square with the Spatial Interventions (sculpture of Thor) and cosplayers During the LC&G.	29

Chapter 2

Fig. 2.1	The Sami People as Represented in the ECoC 2014.	48
Fig. 2.2	The Cultural Weave.	51

Chapter 3

Fig. 3.1	Number of Unconferences in North America (2004–2015).	69
Fig. 3.2	Spread of Unconferences to Different Sectoral Audiences.	70
Fig. 3.3	Changes in the Format of Unconferences.	72
FIG. 3.4	Relationship between Sector Distance and Format Distance by Year.	73
Fig. A1	Google Trends Analysis of the Use of the Term ‘Unconference’. 100 Indicates the Peak Usage in May 2009.	78

Chapter 4

Fig. 4.1	Three Manifestations of Temporal Tensions and their Related Temporal Work.	89
----------	--	----

Chapter 5

Fig. 5.1	Slowing Down and Speeding Up Activities.	117
Fig. 5.2	Suspending Conflicting Temporal Structures.	119
Fig. 5.3	Synchronising Temporal Structures.	120

Chapter 6

Fig. 6.1	Organisational Setup of the NKS Project.	132
Fig. 6.2	Process of Abstracting from Data.	134
Fig. 6.3	Strategies for Responding to Temporal Institutional Complexity.	135
Fig. 6.4	Dynamics of Temporal Institutional Complexity: Intended and Actual Effects.	145

Chapter 7

Fig. 7.1	Coding Structure.	161
Fig. 7.2	Conceptual Model of Adaptive Responses to Performance Gaps in Project Networks.	172

Chapter 8

Fig. 8.1	Number of Asylum Applications in Germany Over Time.	184
Fig. 8.2	Overview of Decisions, Actions and Events on the European and German Level.	186

Fig. 8.3	Vignette Showing the Organising Process for a Movie Night Via a Facebook Group.	192
Fig. 8.4	The Development of Facebook Groups Over Time.	193
Fig. 8.5	Bridging Temporal Tensions between Ideal-typical Ways/Methods of Macro- and Micro-Organisations/Organising.	199
Fig. 8.6	Temporal Tensions Allowing Room for Manoeuvring.	201
Fig. A1	The Stages of the Asylum Procedure.	208
Chapter 9		
Fig. 9.1	Combinations of Portfolio Ambidexterity and Portfolio Maturity.	211

This page intentionally left blank

SERIES EDITOR BIOGRAPHIES

Timo Braun is a Professor for Organisation and Management at Darmstadt University of Applied Sciences and associated scholar at Freie Universität Berlin. His current research on inter-organisational projects and underlying project networks has been honoured with the Global Research Award 2018 of the International Project Management Association. He has also founded the scientific network ‘temporary organising’ which is supported by the German research foundation and engages junior and senior scholars to collaboratively work on related topics. He is a Member of the Editorial Board of the *International Journal of Project Management* (IJPM) and his research is published in the *British Journal of Management*, *International Journal of Project Management*, the *Project Management Journal*, the *International Journal of HRM*, the *Scandinavian Journal of Management*, as well as in various book chapters.

Joseph Lampel is Eddie Davies Professor of Enterprise and Innovation management at the Manchester Institute for Innovation, Alliance Manchester Business School, University of Manchester. His current research interests are strategy, innovation, project-based organisations and creative problem-solving under constraints. He has published over 50 scholarly and practitioner journal articles, 12 book chapters, 6 books and has edited nine journal special issues. Among his books are *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*, *Management? Think Again!* and *Strategy Bites Back*, all co-authored with Henry Mintzberg and Bruce Ahlstrand. He is also Co-author of *Handbook of Organizational and Entrepreneurial Ingenuity* with Benson Honig and Israel Drori, and the *Business of Culture: Emerging Perspectives in Media and Entertainment* with Jamal Shamsie and Theresa Lant. Joseph Lampel’s article ‘Test-Driving the Future: How Design Competitions are Changing Innovation’, won the Academy of Management Perspectives Best Article Award for 2012.

This page intentionally left blank

CONTRIBUTOR BIOGRAPHIES

René Abel is engaged in the management of a global logistics company headquartered in Hamburg, Germany. He holds a double degree PhD in Strategic Management from the University of Göttingen in Germany and the Macquarie University in Australia. His practice-oriented research focusses on organisational learning, strategic innovation and the management of business transformation, particularly relating to exploration, exploitation, ambidexterity and absorptive capacity.

Federica Angeli is Chair in Management at the York Management School, University of York. By using a multidisciplinary, multi-level approach, her research investigates how business firms, hybrid organisational forms and inter-organisational networks evolve and adapt to address complex societal issues, with a particular focus on inclusive healthcare delivery and poverty alleviation. Her work has received several research awards and has been published in international journals such as *Organisation & Environment*, *Social Science and Medicine*, *PLOS One*, *Regional Studies*, *Long Range Planning* and *Health Services Research*.

Aneesh Banerjee is a Lecturer in Management at the Cass Business School, City, University of London. His research spans topics in technology, strategy and general management across various sectors including hi-tech, health and cultural industries. He has published in journals such as *International Journal of Operations and Production Management*, *Social Science & Medicine*, *R&D Management* and *Strategic Organization*.

Ajay Bhalla is a Professor of Global Innovation and Family Business at Cass Business School, City, University of London. He has specific research interest in how ownership and governance structures influence resilience, innovation and strategic decision making. He has published in journals such as *the Academy of Management Perspectives*, *Journal of Operations Management*, *Asia Pacific Journal of Management*, *Small Business Economics* and *Journal of World Business*.

Suleika Bort is a Professor of International Management and Social Entrepreneurship at Passau University, Germany. She received her PhD in Organisational Behaviour from the University of Mannheim, Germany. Her research focusses on inter-organisational networks and collaborations, institutions, emerging markets and ideas and the internationalisation of small and young firms. Her work on networks and learning, internationalisation and the diffusion and implementation of management ideas has appeared in journals like *British Journal of Management*, *Journal of International Business Studies*, *Organization Science*, *Journal of Management Studies* and *Organization Studies*.

Stewart Clegg is Distinguished Professor at the University of Technology Sydney and a Visiting Professor at Nova School of Business and Economics and EM-Lyon. His research is driven by a fascination with power and theorising. He is a Prolific Writer and is the Author or Editor of a great many books and journal articles in this and other leading journals. He is an EGOS Honourary Member, EURAM Distinguished Fellow, Fellow of the Australian Academy of the Social Sciences, Fellow of the Academy of Management, Distinguished Fellow of ANZAM, among other honours.

Miguel Pina e Cunha is the Fundação Amélia de Mello Professor of Leadership at Nova School of Business and Economics, Universidade Nova de Lisboa, Lisbon, Portugal. His research deals, mostly, with the surprising (paradox, improvisation, serendipity, zemblanity and vicious circles) and the extreme (positive organising and genocide). He recently Co-authored *Elgar Introduction to Theories of Organizational Resilience* (Elgar, 2018) and *Positive Organizational Behavior* (Routledge), and Co-edited *Management, Organizations and Contemporary Social Theory* (Routledge, 2019).

Anja Danner-Schröder is an Assistant Professor for Management Studies (Juniorprofessor in German) at the Department of Business Studies and Economics at the University of Kaiserslautern. Her research focusses on the dynamics of organisational routines, temporal dimensions of organising and novel forms of coordinating and strategising including the use of digital technologies. She conducted ethnographic studies with the German Federal Agency for Technical Relief, Firefighting Units and an Emergency Ward of a German State Hospital. Moreover, she has done research in the earthquake-stricken areas of Sendai and Ishinomaki, Japan. Her work has been published in *Organization Science*, *Journal of Management Inquiry* and *Journal of Competences, Strategy & Management*.

Robert DeFillippi is a Professor Emeritus of Strategy and International Business at the Sawyer Business School, Suffolk University and a Fulbright Specialist Scholar in business innovation. He is Co-editor of the *International Perspective on Business Innovation and Disruption in Creative Industries* book series (Edward Elgar). He has published widely on project-based organising in such journals as *California Management Review*, *International Journal of Project Management*, *Journal of Organizational Behavior*, *Organization Studies* and *Project Management Journal*. He has contributed chapters on project organising to scholarly books, including *Advances in Strategic Management*, *Advancing Research on Projects and Temporary Organizations*, and the *Oxford Handbook of Creative Industries*. His scholarly research has focussed on project-based organising in creative industries, including advertising, book publishing, design, fashion, festivals, film making, music and video games. Additional research and publications have focussed on barriers to imitation, causal ambiguity, co-creation, project-based careers, project governance and temporary organising.

Medhanie Gaim is an Assistant Professor of Management and Wallander post-doctoral fellow at Umeå School of Business, Economics and Statistics, Sweden.

His research focusses predominantly on paradox theory: how organisations and their members deal with contradictions. His earlier works have been published in journals such as *Organization Studies*, *Scandinavian Journal of Management*, *European Management Journal*, among others.

Joana Geraldi is an Associate Professor at Copenhagen Business School, Department of Organisations and leads the Centre for Advanced Studies in Projects (CASPRO). She is passionate about projects. She studies how they are shaped and organised in firms and society. Her empirical contexts are in projects and project organising across different industrial contexts, in particular, large engineering projects, IT, construction and wind industries. In the recent years, she is intrigued about decisions, and studies how decisions happen in projects, looking at the interfaces between individual cognition, organisational decision-making and artefacts, in particular, visualisations.

Jochen Koch is chaired Professor of Management and Organization and Director of the Centre for Entrepreneurship Research at the European University Viadrina in Frankfurt (Oder), Germany. His research activities focus on strategic practices and heuristics, strategic communication, organizational and entrepreneurial creativity, the relationship between organizations and (emerging) markets, and the theory of strategic and organizational path dependence. He has published several books and articles in journals such as the *Academy of Management Review*, *Long Range Planning*, *Organization Studies*, *Organizational Behavior and Human Decision Processes*, *Strategic Management Journal* and *Strategic Organization*.

Joseph Lampel is Eddie Davies Professor of Enterprise and Innovation Management at the Alliance Manchester Business School, University of Manchester. His main research interests are strategy and innovation. He is the Co-author of more than 50 articles in scholarly and practitioner journals, and has Co-authored six books, notably *Strategy Safari*, *Management? Think Again!* and *Strategy Bites Back*, with Henry Mintzberg and Bruce Ahlstrand, and *Handbook of Organizational and Entrepreneurial Ingenuity*, with Benson Honig and Israel Drori.

Indre Maurer is a Professor of Business Administration, Organisation, and Corporate Development, University of Göttingen, Germany. She holds graduate degrees in business administration and in socio-economics from Augsburg University, Germany, where she also received her doctoral degree in business administration. Her research focusses on the governance and outcomes of network relationships. Her recent empirical work in these areas examines temporary, entrepreneurial and sharing economy organisations. Her work has been published in journals such as *Administrative Science Quarterly*, *Journal of Management Studies*, *Organization Studies* and *Research Policy*.

Gordon Müller-Seitz is the Chair of Strategy, Innovation and Cooperation at the Department of Business Studies and Economics at the University of Kaiserslautern. His research, teaching and consulting focusses on digitalisation and innovation with a focus on business model innovations, agile management

and strategy development, inter-organisational and project networks, as well as dealing with risks and uncertainties. His work has been applied at multinational corporations, non-profit organisations, public institutions as well as small- and medium-sized enterprises and has appeared in renowned research journals and practitioner outlets.

Josef Oehmen, PhD, MBA, is an Associate Professor at the Technical University of Denmark (DTU), Engineering Systems Design Group. His research interests focus on managing large-scale (systems) engineering projects and programmes and their strategy implications, particularly on the application of risk and resilience management. He is the Founder and Coordinator of the Engineering Systems RiskLab at DTU, and Co-founder of the Engineering Systems Design Group. Prior to DTU, he worked at MIT (where he founded and coordinated MIT's Consortium on Engineering Program Excellence – CEPE) and ETH Zurich (where he obtained his PhD). At the Design Society, he is the Founder of the Special Interest Group on Risk Management Methods and Processes in Design, and was for many years a Co-chair of INCOSE Working Groups.

Leon Orlemans is a Professor of Organisational Dynamics in the Department of Organisation Studies, School of Social and Behavioural Sciences, Tilburg University, the Netherlands. He also is Extraordinary Professor Economics of Innovation at the University of Pretoria, Department of Engineering and Technology Management, South Africa. He holds a PhD from Eindhoven University of Technology (1996). His research focusses on the analysis of the adaptive behaviour of organisations and can be characterised as theory-based empirical research. His research topics include innovation, temporary organisations, 'green consumption' and inter-organisational relationships and networks. His research has been published in a wide range of highly ranked journals like *Journal of Management*, *Organization Studies*, *Organization Science*, *Research Policy*, *Technovation*, *Journal of Business Research* and *International Journal of Project Management*.

Sofia Pemsel is an Associate Professor in Project Management and Organisation at the Department of Organisation, Copenhagen Business School. Her main research interest revolves around project and project-based organising, innovations, time and institutional work. She has published in journals such as *Long Range Planning*, *International Journal of Project Management*, *Technology Analysis & Strategic Management* and *Construction Management & Economics*.

Jörg Raab is an Associate Professor of Policy and Organisation Studies at the Department of Organisation Studies and Academic Director of the International Bachelor Global Management of Social Issues at Tilburg University, The Netherlands. He received his PhD in Public Policy and Management in 2000 at the University of Konstanz, Germany. He has conducted research in the fields of (temporary) organisations, inter- and intra-organisational relationships, policy networks as well as the governance and effectiveness of purpose-oriented networks. He has published in journals such as the *Journal of Public Administration*

Research and Theory, Public Administration Review, Research Policy, Organization Studies and the *Journal of Management Inquiry*.

Lorenzo Skade is a Research Associate at the Chair of Management and Organization at the European University Viadrina in Frankfurt (Oder). His current research interests include temporary organizing, digital platforms and legitimation strategies. He is particularly interested in a process and practice-based perspective of these topics. He approaches his interests with various qualitative methods such as critical discourse analysis and ethnographic case studies, among others.

Jonas Söderlund is a Professor of management studies at BI Norwegian Business School. He is one of the Editors of the Oxford Handbook of Project Management and a contributor to the field of project studies through papers on project competence/capabilities, knowledge integration in projects, time and temporalities in projects, as well as liminality in project-based work. His papers have appeared in journals such as *Research Policy, Organization Studies, Human Relations, Management Learning* and *Long Range Planning*. He serves on the scientific committee of the *International Journal of Project Management*, and on the editorial board of *Organisation Studies*. He is an Associate Editor of the *Project Management Journal*.

Sarah Stanske is a Post-Doctoral Researcher at the Leuphana University of Lüneburg. Her main research interests include organizational identity, sustained innovation in organizations, time and temporality, and the legitimisation of new products and services. Her research has been published in *Strategic Organization*.

Iben Stjerne is an Assistant Professor at the Department of Organisation, Copenhagen Business School. Her primary research interests are the transient forms of organising, managerial practices in and between temporary organisations and the temporality of innovations. Her research publications ventures into topics such as the temporality of temporary organisations, boundary work in and between temporary and permanent organisations, as well as managerial practices and careers in and between firms. This has primarily been explored ethnographically, with an empirical focus on creative industries.

Yesim Tonga Uriarte is an Assistant Professor at the Analysis and Management of Cultural Heritage Department at IMT Lucca. She obtained her PhD from the same department and holds a MA degree in Arts and Heritage: Policy, Management and Education (Maastricht University) and a Bachelor's degree in Economics (Bogazici University). Her main research interests cover temporary organising in cultural and creative industries, relations between temporality and institutional maintenance, project-based cultural organisations and evaluation of cultural policies and temporary events.

Nils Wählin is an Associate Professor of Management and Organisation Studies at Umeå School of Business, Economics and Statistics, Umeå University, Sweden. His research focusses on studying practices of strategising, organising

and designing in organisations in general. He is currently studying urban development processes by exploring the interplay between temporary and enduring organising in cities through initiatives of creating cultural, liveable, smart and sustainable milieus. One of his recent publications includes the co-authored book *Urban Strategies for Culture-Driven Growth: Co-Creating a European Capital of Culture* (Edward Elgar Publishing).

Clarissa E. Weber is an Assistant Professor at the Chair for Organisation and Corporate Development at the University of Göttingen, Germany. She holds a doctoral degree in business administration from the University of Göttingen, Germany. Her research focusses on questions related to organising and collaborating in challenging contexts and has, for example, been published in the *Journal of World Business*.

Matthias Wenzel is a Professor of Organization Studies at the Leuphana University of Lüneburg. He examines the interplay between organising and strategising through a practice lens as well as the societal implications of this interplay. His work has been published in journals such as the *Journal of Business Research*, *Journal of Management Inquiry*, *Long Range Planning*, *Organization Studies*, *Organizational Behavior and Human Decision Processes*, *Strategic Management Journal* and *Strategic Organization*. Furthermore, he serves as Co-editor for Media Innovations of the *Strategic Management Journal*, *Strategic Entrepreneurship Journal* and *Global Strategy Journal*, Member of the Editorial Board of the *Journal of Business Research*, Co-Coordinator of the SAP Research Community Platform at the European Group of Organizational Studies, and ad hoc reviewer of several journals, such as the *Academy of Management Discoveries*, *Academy of Management Journal*, *Journal of Management Studies*, *Organization*, *Organization Studies* and *Strategic Organization*.

Hendrik Wilhelm is the RMI Professor of Strategic Organisation at Witten/Herdecke University, Germany. He holds a doctorate in business administration from the University of Cologne, Germany. His research focusses on innovation, change and learning within and across individual, team and organisational levels in industrial and healthcare settings. His work has been published in journals such as *Organization Science*, *Organization Studies*, *Journal of Management Studies* and *Health Care Management Review*.