

PROGRAM

Strategizing and Organizing in Extreme Contexts: Challenges and Opportunities for a Practice-based Perspective

WEDNESDAY OCTOBER 15

- 11:00 – 12:15 Welcoming buffet
Tata communications room, RJ floor
- 12:15 – 13:45 Keynote Speaker **Richard Whittington**, Oxford University
A Larger View on Strategy as Practice: How to change Big S Strategy
Proctor and Gamble room, 1st floor, green section
- 14:00 – 15:30 Plenary session: Disruptive Contexts (chair: Viviane Sergi)
Saine marketing room, 1st floor, green section
- François Cooren**, Université de Montréal
Disrupting the Myth: Emergencies as Usual
- Michael Useem**, Wharton University of Pennsylvania
Bringing Back the Thirty-Three: Emergent Principles in Multi-Tiered Leadership
- Mark de Rond**, Cambridge University
Doctors at War
- 15:30 – 16:00 Coffee Break
Espace Trium room, 1st floor, blue section
- 16:00 – 17:30 Parallel paper sessions
- 1 – Managing the Environment in Disruptive Contexts
Chair: Michael Useem
Demers Beaulne room, 1st floor, green section
- Olga Navarro-Flores**, UQAM
Capacity Building in a context of Humanitarian Aid: Ontological Paradoxes and Organizational Challenges
- Anne-Marie Duval**, Université Laval
Crafting Through Disruptive Contexts: How International Nongovernmental organizations Manage Donor Conditions
- Frédéric Gautier**, Université Paris Ouest Nanterre La Défense
The Ongoing Process of Embedding Projects in Their Contexts: A Longitudinal Case-study

- 2 – Building Legitimacy in Crises and Changes
Chair: Markus Hällgren
Saine marketing room, 1st floor, green section

Camelia Dumitriu, UQAM

A Conceptual Framework for Understanding Extreme Contexts

Olivier Germain, UQAM

Deconstructing the constraints of legitimacy in entrepreneurship: the search for emancipation in venture creation. Insight from a French Online Newspaper's venturing process

Marcos Barros, Université du Québec en Outaouais

Working under Scandal: Mismanagement in Petrobras' Executive Board

- 3 – Dealing with Methodological Challenges in Disruptive Contexts

Chair: Viviane Sergi

Standard-Life room, 1st floor, blue section

Kafui Dansou, HEC Montréal

Engaging and Disengaging in Emergent Contexts: Conducting Research in Local Non-profit Development Organizations in Senegal

Chahrazad Abdallah, UQAM

Crisis Ethnography: Reflections on the Tunisian Revolution

Frédéric Matte, Ottawa University

Make Do With: The Ordinarity of Extreme in a South Sudanese Refugee Camp

18:00 Dinner at "Le Cercle" restaurant at HEC Montréal
6th floor, take Elevators SOUTH, yellow section

THURSDAY OCTOBER 16

8:00 - 8:30 Breakfast (Coffee, fresh fruits, yogurt, banana bread, lemon bread)
Espace Trium room, 1st floor, blue section

8:30 - 10:00 Plenary Session: Risky Contexts (chair: Linda Rouleau)
Standard Life room, 1st floor, blue section
Markus Hällgren, Umeå University
Goal Grounding: The impact of Time/Space in Temporary Organizing

Monique Aubry, UQAM

From Polar Expedition to Organizing for Projects : Perspectives on Risky Situations

Geneviève Musca, Université Paris Ouest Nanterre La Défense
Drop your Boat! Dialogical Sensemaking in a Mountaineering Expedition Episode

10:00 -10:30 Coffee Break
Espace Trium room, 1st floor, blue section

10:30 -12:00 Parallel paper sessions

- 1 – Framing Risk in Health-related Issues
Chair: Ann Langley
Béton-Grilli room, 1st floor, blue section

Véronique Labelle, HEC Montréal
Democratizing and Professionalizing Risk Work: The Institutional Work of Hospital Risk Managers

Caroline Bergeron, University of South Carolina
The Importance of Risk Communication in Public health Emergencies: Tips for Developing and Testing your Messages

Véronique Steyer, ISG Paris
The Dynamics between Expected and Unexpected in Disruptive Event Management: The Case of the 2009 Influenza Pandemic

- 2 – Leading and Organizing in Mountain Expeditions
Chair: Cristina Giannantonio
Rona room, 1st floor, blue section

Thomas Biedenbach, Markus Hällgren, Umeå School of Business and Economics
Changing the Rules of the Game: The Interplay between Routines and Capabilities on an Everest Expedition

Yvonne Giordano, Université de Nice Sophia-Antipolis, GREDEG
Far-but-Close Expertise in Natural Risky Contexts. Lessons from Weather Forecasting on Everest

Elmar Kutsch, Cranfield University School of Management
Markus Hällgren, Umeå School of Business and Economics
The Mindful Organisation: A Breakdown at 28,000 Feet

- 3 – Experiencing and Reflecting on the Unexpected
Chair: Linda Rouleau
Standard Life room, 1st, floor, blue section

Consuelo Vasquez, UQAM
From Extreme to Fragile Contexts: Reflecting on an Ethnographic Journey in a Voluntary Organization

Frédérique Sitri, Université Paris-Ouest Nanterre La Défense
Discourse Analysis and Management in Risky Contexts : the Darwin Case

Mark de Rond, Cambridge University
A Supposedly Fun Thing (That I Will Never Do Again): On the Nature of Adventures

12:00 – 13:30 Lunch buffet
Tata communications room, RJ floor

13:30 – 15:00 Plenary Session: Emergency Contexts (chair: Ann Langley)
Standard Life room, 1st floor, blue section

Samer Faraj, McGill University
Practice Switching in Fast Response Organizations

Joep Cornelissen, VU University Amsterdam
Strategizing and Coordinating under Duress: Communication, Emotions and Identity
in the Stockwell Shooting

Cristina Giannantonio, Chapman University, University of California
Extreme Leadership in Emergency Contexts: Lessons from Sandyhook

15:00 – 15:30 Coffee Break
Espace Trium room, 1st floor, blue section

15:30 – 17:00 Parallel paper sessions

1 – Decision-Making in Crises and Emergency Contexts
Chair: Geneviève Musca
Béton-Grilli room, 1st floor, blue section

Mattias Jacobsson, Martin Svensson, Umeå School of Business and Economics
Rationalizing Emotions and Emotionalizing reason: The Staging of Decisions
in the ED

François Audet, UQAM
Decision Making Processes of Humanitarian Bureaucracies in Disruptive Contexts

Josée Lortie, HEC Montréal
An Unexpected Mountain to Climb: “Grey” leadership in an extreme context

2 – Translating Change in Pluralistic Contexts
Chair: Consuelo Vasquez
Rona room, 1st floor, blue section

Carla Sayegh Hilton, McGill University
Preparing for Radical Change in Health Care Settings: a Tale of Evolving Routines

Stéphanie Gagnon, Maud Micheau, ENAP

15 Years of Community Policing in Two Police Forces: a Mixed Results
Implementation

Valérie Lehmann, UQAM

Users as Knowing Systems in Complex Projects

3 – Making Sense in High Reliability Contexts

Chair: Joep Cornelissen

Standard Life room, 1st floor, blue section

Daniel Geiger, University of Hamburg

Break the Rule!? A Practice Perspective on Organizational Rule-following and Rule-
breaking in Extreme Contexts

Mahmood Shafeie Zargar, McGill University

Organizational Transformation in Mission-critical Environments: The Case of
Emergency Departments

Markus Hällgren, Martin Svensson, Umeå School of Business and Economics

The Practice of Listening: (Dis-)embodied Sense Making in Emergency Call Taking

17:00 - 18:00

Concluding Panel (chair : Markus Hällgren, Linda Rouleau)

Standard Life room, 1st floor, blue section