



**Third International Symposium on Process Organization Studies**  
**Theme: How Matter Matters: Objects, Artifacts and Materiality in**  
**Organization Studies**

[www.process-symposium.com](http://www.process-symposium.com)

**Conveners:**

**Paul R. Carlile**, Boston University, USA ([carlile@bu.edu](mailto:carlile@bu.edu))

**Davide Nicolini**, University of Warwick, UK ([davide.nicolini@wbs.ac.uk](mailto:davide.nicolini@wbs.ac.uk))

**Ann Langley**, HEC Montreal, Canada ([ann.langley@hec.ca](mailto:ann.langley@hec.ca))

**Haridimos Tsoukas**, University of Cyprus, Cyprus & University of Warwick, UK  
([process.symposium@gmail.com](mailto:process.symposium@gmail.com))

Hosted By



In cooperation with

**OXFORD**  
UNIVERSITY PRESS

# Timetable

## Wednesday, June 15<sup>th</sup> 2011

18:00-19:30: Registration - Aquis Corfu Holiday Palace Hotel, Kanoni, Corfu, Greece (Reception)

20:30-23:00: BBQ Buffet Dinner, Poolside Area

## Thursday, June 16<sup>th</sup> 2011

08:15-08:45: Registration - Aquis Corfu Holiday Palace Hotel (Reception)

08:45-09:00: Welcome by the conveners

09:00-10:00: **Keynote Address:** Karen Barad, Ma(r)king Time: Memory, Imagination, and Materiality

10:00-10:30: Coffee Break

10:30-12:30: **Parallel Sessions (3 streams)**

12:30-14:00: Lunch (Veranda Area)

14:00-16:00: **Parallel Sessions (3 streams)**

16:00-16:30: Coffee Break (Veranda Area)

16:30-18:30: **Parallel Sessions (3 streams)**

20:30-23:30: Greek Night Dinner, Poolside Area

## Friday, June 17<sup>th</sup> 2011

09:00-10:00: **Keynote Address:** Lucy Suchman, Belabouring Bodies: Further Reflections on Material/Virtual Entanglements

10:00-10:30: Coffee Break (Veranda Area)

10:30-12:30: **Parallel Sessions (3 streams)**

12:30-14:00: Lunch (Veranda Area)

14:00-16:00: **Parallel Sessions (3 streams)**

16:00-16:30: Coffee Break (Veranda Area)

16:30-18:30: **Parallel Sessions (3 streams)**

20:30-23:30: Fish Night Dinner, Poolside Area

## Saturday, June 18<sup>th</sup> 2011

09:00-10:00: **Keynote Address:** Wanda Orlikowski, The Algorithm and the Crowd: Exploring the Materiality of User-Generated Content

10:00-10:30: Coffee Break (Veranda Area)

10:30-12:30: **Parallel Sessions (3 streams)**

12:30-14:00: Lunch (Veranda Area)

14:00-16:00: **Parallel Sessions (3 streams)**

16:00-16:15: Coffee Break (Veranda Area)

16:15-17:00: Closing: Reflections on sociomateriality and organization studies  
Discussant: John Shotter



**Thursday, June 16<sup>th</sup> 2011 - 09:00-10:00, Keynote Address**

**Keynote Address: Karen Barad, Professor of Feminist Studies, Philosophy, and History of Consciousness,  
University of California at Santa Cruz, USA,  
Ma(r)king Time: Memory, Imagination, and Materiality**

**Thursday, June 16<sup>th</sup> 2011 - 10:30-12:30, Parallel Tracks**

**Track I (Room 1), Materiality, technology and organization, Chair: Mathew Jones**

Time	Name	Code	Title
10:30-11:00	Brian P. Bloomfield and Theo Vurdubakis	122	Materiality and its others: A process perspective on technology and organization
11:00-11:30	Anne Mayère and François Cooren	025	The renewed materiality of ICT
11:30-12:00	Alfons van Marrewijk and Karen Smits	014	Rematerializing megaprojects - A social-material Study of organizational development in two megaprojects
12:00-12:30	Discussion		

**Track II (Room 2), Organizational change and becoming, Chair: Robyn Thomas**

Time	Name	Code	Title
10:30-11:00	George Kassinis and Alexia Panayiotou	149	Connecting The Dots One 'Gig' At A Time: Processing The (R)Evolution Of The Music Industry
11:00-11:30	Maha Shaikh and Tony Cornford	193	The Becoming of Agency: Version Control Use in Open Source
11:30-12:00	Jenny Helin and Maria Norbäck	019	"Like we always have said in this house, I think ..." How stabilizing movements unfold in double-voiced utterances
12:00-12:30	Discussion		

**Track III (Room 3), Time, temporality, and organizations, Chair: Jorgen Sandberg**

Time	Name	Code	Title
10:30-11:00	Tor Hernes & Gerhard Emil Schjelderup	238	A temporal view of the socio-material making of organization
11:00-11:30	Anthony Hussenot and Stéphanie Missonier	147	Structuring time over time: a sociomateriality focus lens
11:30-12:00	Roohollah Honarvar	020	From Tinkering to Temperance: Temporality and Innovation from a Processual Perspective
12:00-12:30	Discussion		

**Thursday, June 16<sup>th</sup> 2011 - 14:00-16:00, Parallel Tracks**

**Track I (Room 1), Materiality, technology and organization, Chair: Ann-Laure Fayard**

Time	Name	Code	Title
14:00-14:30	M. Barrett, P. Constantinides and E. Oborn	037	Materiality, Technology, and New Visibilities: Performance Management and the Managing of Performances in Multidisciplinary Healthcare Teams
14:30-15:00	Taryn L. Stanko, Jonathon Richter, Luciara Nardon and Kathryn Aten	234	The Plastic Prometheus: An Exploration of Individual Work Identity and Routines in Virtual Worlds
15:00-15:30	Maria Norbäck and Elena Raviola	181	Here is the solution: Where is the problem? Bringing materiality into institutions
15:30-16:00	Discussion		

**Track II (Room 2), Materiality and the ecological environment of organizations, Chair: Ian Colville**

Time	Name	Code	Title
14:00-14:30	Lise Justesen, Jan Mouritsen and Kjell Tryggestad	005	Constructing natural interest: Or how the natural environment may qualify as a stakeholder
14:30-15:00	Rachel Harkness, John Finch and Susi Geiger	203	Matter Out of Place: Insights on Matter from Ecological Phenomenology, the Consideration of Pollution and a Study of Green Chemistry in the North-East Atlantic
15:00-15:30	Gail Whiteman	233	The Melting Arctic: A Material Tipping Point
15:30-16:00	Discussion		

**Track IV (Room 3), Entrepreneurship, identity, and institutional work, Chair: Sarah Dodd**

Time	Name	Code	Title
14:00-14:25	Elco van Burg, Petra Andries, Hans Berends, Rene Mauer, Ute Stephan and Isabelle M.M.J. Reymen	172	Dynamics of effectual and causal behaviours
14:25-14:50	Sungchul Noh	225	Crawling from the Wreckage - Exploring a process of symbolic management between institutional defender and challenger in the wake of corporate scandal
14:50-15:15	Farah Kodeih and Hamid Bouchikhi	026	Institutional Entrepreneurship Between a Rock and a Hard Place: How Organizational Identity and a Dominant Norm Failed an Institutional Innovation
15:15-15:40	Jürgen Deeg and Andrea Derler	057	Culture's calamitous consequences: The deformation of values and identities in British investment banking
15:40-16:05	Discussion		

**Thursday, June 16<sup>th</sup> 2011 - 16:30-18:30, Parallel Tracks**

**Track I (Room 1), Materiality, technology and organization, Chair: Brian P. Bloomfield**

Time	Name	Code	Title
16:30-17:00	Claus Noppeney and Nada Endrissat	209	Materializing the Immaterial Processes of Perfume-making
17:00-17:30	Kristina Lauche	235	What Organisations Are Made Of: Corporate Architecture as Enacted Design
17:30-18:00	Elena P. Antonacopoulou	218	Why Matter Matters: Warm Dark Matter and Homo-Phroneticus
18:00-18:30	Discussion		

**Track IV (Room 2), Sensemaking and sensegiving in organizations, Chair: Tor Hernes**

Time	Name	Code	Title
16:30-16:55	Amber Marshall and Jörgen Sandberg	076	Sensemaking in 'real' versus virtual environments: A comparison and challenge
16:55-17:20	Ian Colville and Annie Pye	154	The role of material on organization sensemaking: work-in-process and process-in-work
17:20-17:45	Hervé Laroche and Véronique Steyer	160	Exploring the social aspect of sensemaking: the other's place in the sensemaking process of an individual
17:45-18:10	Evelyne Rouby, Catherine Thomas and Claus Rerup	107	Organizational Attention Coordination, Cue Heterogeneity, And Production Handovers In The Control Room Of A Cement Plant
18:10-18:30	Discussion		

**Track III (Room 3), Materiality, sociality and organizational communication, Chair: Maria Daskalaki**

Time	Name	Code	Title
16:30-16:55	Romain Huët, Gail Fairhurst and François Cooren	038	Why Matter Always Matters in Organizational Communication
16:55-17:20	JoAnn Brooks	231	Theorizing Embodied Communicative Organizing: Fleshing Out the Genre Approach with Goffman's Situational View
17:20-17:45	Benoit Cordelier	144	Exploring the Concept of Silence in an Organizational Process An interactionist perspective on the non mobilization of a SFA as a performative tactic
17:45-18:10	Richard Whittington, Curtis LeBaron and Charlotte Cloutier	039	Strategy Communication And Take Up In Practice: A Multi-Modal Perspective
18:10-18:30	Discussion		

**Friday, June 17<sup>th</sup> 2011 - 09:00-10:00, Keynote Address**

**Keynote Address: Lucy Suchman, Professor of Anthropology of Science and Technology, Department of Sociology and Co- Director, Centre for Science Studies, Lancaster University, UK**

**Belabouring Bodies: Further Reflections on Material/Virtual Entanglements**

**Friday, June 17<sup>th</sup> 2011 - 10:30-12:30, Parallel Tracks**

**Track I (Room 1), Artifacts, objects and organizations, Chair: Evi Baralou**

Time	Name	Code	Title
10:30-10:55	Yves Habran, Philippe Lorino, Jan Mouritsen and Bernard Blanc	180	Artifacts as mediators of action: a debate between ANT, Activity Theory and Pragmatist views of mediation
10:55-11:20	Nikiforos Panourgias and Jeanne Mengis	201	The seduction of closure in a world of emergence - Objects and the performing of materiality and physicality
11:20-11:45	Emmanouil Gkeredakis & Jacky Swan	195	Objects of Evidence in Organisations: Insights from Studying Healthcare Funding Decision Making
11:45:-12:10	Bojan Angelov, Anne-Laure Fayard and Natalia Levina	228	Designing Services Through Objects: Turning Interactions Into Relations And Relationships
12:10-12:40	Discussion		

**Track II (Room 2), Strategy making, decision making and organizing, Chair: Kyriakos Kyriakopoulos**

Time	Name	Code	Title
10:30-10:55	Mike Zundel, Robin Holt and Andrew Popp	165	The question concerning strategy
10:55-11:20	Dragan Djurić and Sebastian Rauber	009	Strategy Tools as Symbolic Objects in Managerial Language Games - Toward a Process-Metaphysics View of Organizational Decision-Making
11:20-11:45	Mary Haropoulou, Clive Smallman and Jack Radford	030	Sustainable Strategy-As-Practice: Enablers of and Barriers to Sustainable Strategic Product Development
11:45-12:10	Harald Tuckermann, Johannes Rueegg and Matthias Mitterlechner	084	Stabilizing Patterns Of Decisions In Pluralistic Organizations As "Bootstrapping"
12:10-12:40	Discussion		

**Track III (Room 3), Enacting leadership, Chair: Daniel Hjorth**

Time	Name	Code	Title
10:30-10:55	Winston Kwon, Ian Clarke and Ruth Wodak	011	Strategies for discursive leadership: An examination of the micro-dynamics of consensus building
10:55-11:20	Chantale Mailhot, Stéphanie Gagnon and Ann Langley	058	Distributed leadership in collaborative research projects
11:20-11:45	Brigid Carroll and Barbara Simpson	106	Sociality and Leadership Development
11:45-12:10	Beverley Hawkins	066	Ship-Shape: Leadership and Materiality in the British Royal Navy
12:10-12:40	Discussion		

**Friday, June 17<sup>th</sup> 2011 - 14:00-16:00, Parallel Tracks**

**Track I (Room 1), Artifacts, objects and organizations, Chair: Lesley Treleaven**

Time	Name	Code	Title
14:00-14:30	Dvora Yanow	013	Objects and other matters in learning and unlearning mastery
14:30-15:00	Carole Groleau and Christiane Demers	062	Drawing, playing and inventing: A study of artifacts used in architecture
15:00-15:30	Alessandro Narduzzo and Gianni Lorenzoni	207	Artifacts, Affordances And Organizational Creativity
15:30-16:00	Discussion		

**Track IV (Room 2), Sensemaking and sensegiving in organizations, Chair: Gail Whiteman**

Time	Name	Code	Title
14:00-14:30	Marlys Christianson	042	"It doesn't feel right": Exploring how updating is shaped through interaction
14:30-15:00	Morten Thanning Vendelø and Claus Rerup	052	Crowd Sensegiving And The Pearl Jam Concert Accident
15:00-15:30	Muayyad Jabri	226	Clinging to hope through sense and sentiments: A process view of Queensland flood disaster
15:30-16:00	Discussion		

**Track V (Room 3), Moral agency and change in organizations, Chair: Robin Holt**

Time	Name	Code	Title
14:00-14:30	Cynthia Hardy and Robyn Thomas	008	Process Approaches to Organizational Change: Problematizing Power
14:30-15:00	Henrika Franck-Moller and Saku Mantere	017	Emergence of Moral Agency in a Strategic Change Process
15:00-15:30	Richard Weiskopf and Hugh Willmott	168	Ethical practice as process: Whistleblowing as a temporal unfolding of relations to self and others
15:30-16:00	Discussion		

**Friday, June 17<sup>th</sup> 2011 - 16:30-18:30, Parallel Tracks**

**Track IV (Room 1), Artifacts, objects and organizations, Chair: Jacky Swan**

Time	Name	Code	Title
16:30-17:00	Paul Spee, Paula Jarzabkowski and Michael Smets	091	Keeping it real: Material objects and risk appraisal
17:00-17:30	Andrea Prencipe and Eugenia Cacciatori	112	Continuity in Project-Based Organizations: Networks, Artifacts, and Roles
17:30-18:00	Paul Eisewicht	162	The social construction of defective objects in communication processes between customer and provider
18:00-18:30	Discussion		

**Track II (Room 2), Matter, materiality and organizing, Chair: Chachrazad Abdallah**

Time	Name	Code	Title
16:30-17:00	Jérôme Denis and David Pontille	048	Materiality, Maintenance and Fragility The Care of Things
17:00-17:30	Paul Dourish and Melissa Mazmanian	067	Media as Material: Information Representations as Material Foundations for Organizational Practice
17:30-18:00	Vasiliki Baka and Susan V. Scott	068	Algorithmic (re-)configurations: Exploring the 'becoming' of social media in the travel sector
18:00-18:30	Discussion		

**Track III (Room 3), Processes of inquiry and theorizing, Chair: Marie Jose Avenier**

Time	Name	Code	Title
16:30-16:55	Dirk Postma	183	Critique as a sociomaterial practice
16:55-17:20	Lars-Olof Lychnell and Robert Demir	239	The Mangle Of Process: On Process Theorizing From Case Studies
17:20-17:45	Arne Carlsen, Gudrun Rudningen, and Tord F. Mortensen	173	Playing the cards. On the aesthetics of making dialogical action research generative
17:45-18:10	Andrea Whittle, Frank Mueller, Peter Lenney and Alan Gilchrist	036	Handling Accountability in the Research Relationship: A Process Perspective
18:10-18:30	Discussion		





**Saturday, June 18<sup>th</sup> 2011 - 09:00-10:00, Keynote Address**

**Keynote Address: Wanda J. Orlikowski, The Eaton-Peabody Professor of Communication Sciences and Professor of Information Technologies and Organization Studies, Sloan School of Management, MIT, USA.**  
**The Algorithm and the Crowd: Exploring the Materiality of User-Generated Content**

**Saturday, June 18<sup>th</sup> 2011 - 10:30-12:30, Parallel Tracks****Track IV (Room 1), Artifacts, objects and organizations, Chair: Chair: Paul Carlile**

Time	Name	Code	Title
10:30-10:55	Ulrike Schultze	229	On the Affordances of Avatars: A Performative Perspective of Embodied Identity
10:55-11:20	Alan Lowe, Joanne Locke and Maceij Piechocki	043	Boundary objects: technology in the creative construction of electronic business reporting
11:20-11:45	Kees Boersma, Jeroen Wolbers and Peter Groenewegen	114	Common Operational Pictures (COP) as Boundary Objects in Emergency Management
11:45-12:10	Sarah Dodd	085	The Role of Artifacts in Radical Punk Entrepreneurship
12:10-12:40	Discussion		

**Track II (Room 2), Matter, materiality and organizing, Chair: Dvora Yanow**

Time	Name	Code	Title
10:30-10:55	Chris Sykes, Lynne Keevers and Lesley Treleven	077	How can mundane materialities matter within everyday organising? A case of food and music
10:55-11:20	Silvia Gherardi and Manuela Perrotta	096	Doing By Inventing The Way Of Doing: Formativeness As The Linkage Between Meaning And Matter
11:20-11:45	Sari Yli-Kauhaluoma and Mika Pantzar	098	Mundane Materials at Office Work: Paper in Practice
11:45-12:10	Nick Llewellyn	110	On the Materiality of Money: Analysing Money in Motion
12:10-12:40	Discussion		

**Track III (Room 3) Understanding sociomateriality, Chair: Davide Nicolini**

Time	Name	Code	Title
10:30-10:55	Matthew Jones	103	Untangling sociomateriality
10:55-11:20	Steven Cronshaw	166	Whitehead on Matter Matters: Implications for Process Organization Studies
11:20-11:45	Anete M. Camille Strand and Kenneth Mølbjerg Jørgensen	214	Material Storytelling - Resituating Language And Matter In Organizational Storytelling
11:45-12:10	Carsten Østerlund and Pernille Bjørn	189	Socio-Material Matters in Emergency Departmental Work
12:10-12:40	Discussion		

**Saturday, June 18<sup>th</sup> 2011 - 14:00-16:00, Parallel Tracks****Track I (Room 1), Artifacts, objects and organizations, Chair: Paul Spee**

Time	Name	Code	Title
14:00-14:30	Paddy O'Toole	050	Grasping what/remembering how: The recursive intra-action of knowing and material objects in organisations
14:30-15:00	Alexandre Mallard	171	Organizing the relational: the business card and the socio-technology of contact making
15:00-15:30	Elden Wiebe, Roy Suddaby and William M. Foster	220	The Temporal-Relational Nature of Objects
15:30-16:00	Discussion		

**Track II (Room 2), Processes of innovation and knowledge development, Chair: Sally Davenport**

Time	Name	Code	Title
14:00-14:30	Sue Newell, Maxine Robertson and Jacky Swan	072	Enacting Project Management: Explaining Innovation Failure
14:30-15:00	Hille Bruns	222	Empirical evidence to explicate the process of knowledge development
15:00-15:30	Nete Schwennesen	178	Informed choice or distributed action? Studying prenatal decision making as processes of knowledge production
15:30-16:00	Discussion		

**Track III (Room 3), Process perspectives on collaboration and coordination in organizations, Chair: Laura Empson**

Time	Name	Code	Title
14:00-14:30	Ann L Cunliffe and Karen Locke	010	Relational Processes Of Collaboration
14:30-15:00	Samer Faraj and Ruthanne Huising	040	Sustaining expertise coordination in fast-response organizations
15:00-15:30	Kevin Crowston and Carsten Østerlund	134	Work as coordination and coordination as work: A process perspective on FLOSS development projects
15:30-16:00	Discussion		