Representing process research in journal articles

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Focus

- Genre: Journal article

- Using articles published in the *Academy of Management Journal*

How do we represent our process research in developing a theorized storyline for journal articles constrained by space limitation?

Crafting a theorized storyline
from Locke and Golden-Biddle 1997 AMJ

Constructing intertextual coherence and problematizing situation

	Incomplete	Inadequate	Incommensurate
Synthesized		Paula's research	
Progressive		Scott's research	
Noncoherence			

First, the theorized storyline and representation of process research in Paula's article

'Synthesized' coherence

- These **two veins of research** highlight different ways in which top managers shape strategy, and each highlights a problem, either of inertia… or of mobilizing

- … There is, however, **little connection between** these approaches as explanations of the social dynamics through which top managers shape strategy… I therefore drew upon structuration theory…for understanding and analyzing managerial strategizing behavior

  ◦ **from Jarzabkowski, 2008, AMJ**

'Inadequate' problematizing

- However, in order to study strategy as a socially dynamic process, it is necessary to **look beyond** managerial strategizing **behaviors in one realm or the other**, adopting a more structurational view of strategizing within both realms. This study addressed that gap by asking….

  ◦ **from Jarzabkowski, 2008 AMJ**

How does Paula's article represent process in developing its storyline?

#1 How is language used?
(word choice, phrasing, etc)

Title: "Shaping strategy as a structuration process"

Use of "ing"
- "strategizing" behavior
- Subheadings that depict types:
    - Interactive strategizing, procedural strategizing, integrative strategizing

How does Paula's article represent process in developing its storyline?

#2 Where does time emerge? How?
-- sequence, movement, flux

Use of Time 1, Time 2, Time 3 in text and on data tables

Explicitly within each "strategizing patterns" p. 632

In Figure 2 – Implications of structurational patterns of strategizing behavior for shaping strategy
- sequential or simultaneous axis

How does Paula's article <u>represent process</u> in developing its storyline?

#3 What conceptual products are developed?

-- particular meta-theories, patterns, mechanisms, multiple narratives and meanings more generally, creation of novel models

Patterns of strategizing behavior

Use of process based structuration theory as particular meta-theory

Now, the theorized storyline and representation of process research in Scott's article

'Progressive' coherence

- **Past change research** using both narrative (e.g. Barry & Elmes, 1997; Brown, 1998) and "sensemaking" lenses (cites) has supported the idea that strategic change requires a fundamental shift in meanings.

- **This literature has converged** on an examination of how managers "construct" meanings... **One common characteristic**... is that they explicitly or implicitly endorse Lewin's (1951) basic three-stage theory of change...

  ◦ **from Sonenshein, 2010 AMJ**

'Inadequate' problematizing

- Although research that models change implementation ...based roughly on Lewin's approach has led to important insights, **this research is limited** in two ways. First, it studies only certain types of meanings.... Second, it overlooks the perspective and response of *recipients* of change ...

  ◦ **from Sonenshein, 2010 AMJ**

How does Scott's article <u>represent process</u> in developing its storyline?

o At your tables, discuss 1 (or 2 if time) of the following questions.

o Prepare to share one insight from your work with the larger group

#1 How is language used?

#2 Where does time emerge? How?
- sequence, movement, flux

#3 What conceptual products are developed?
- use meta-theories, attention to multiple narratives and meanings, creation of novel models