Contributors

Yoojung Ahn is an Assistant Professor in Strategic Management at the City University of Hong Kong. Her research interests lie at the nexus of strategy process and organizational theory, encompassing multilevel decision-making processes around firm outcomes such as sustainability and other forms of non-financial performance. Her research particularly focuses on the sociocognitive processes of how to achieve these strategic outcomes. Professor Ahn received her PhD from the University of Massachusetts, Amherst in 2016.

Susan J. Ashford is the Michael and Susan Jandernoa Professor of Management and Organizations at the Ross School of Business, University of Michigan, USA. Her research examines the various ways in which individuals are proactive in their organizational lives, pursuing goals of interest, seeking feedback, leading at all levels, and selling issues to managers above them.

Nüfer Yasin Ateş is an Assistant Professor of Management in Faculty of Business Administration at Bilkent University, Turkey. His research interests include strategy process, strategic cognition, and behavioral strategy with a special focus on middle managers. He is also interested in advancing quantitative research methods. His research is published and currently under review in top management journals.

Julia Balogun is Director of the University of Liverpool Management School, UK where she also holds a Chair in Strategic Management. Her research centers on strategy development, strategic change and renewal, predominantly within large mature corporations. She has a concern for how strategic activity is initiated and championed at multiple levels within organizations, exploring the strategizing work of both senior executives and middle managers. Her work has been published in journals such as Academy of Management Journal, Organization Science, Journal of Management Studies, Organization Studies, and Journal of International Business Studies. Her book, Exploring Strategic Change, is in its fourth edition.

Robert A. Burgelman is the Edmund W. Littlefield Professor of Management at Stanford Business School, USA, and served as Executive Director of the Stanford Executive Program (1996–2015). He is the lead author of Becoming Hewlett Packard: Why Strategic Leadership Matters.
Contributors

(2016), author of Strategy is Destiny: How Strategy-Making Shapes a Company’s Future (2002), and co-author of Inside Corporate Innovation: Strategy, Structure and Managerial Skills (1986), Strategic Dynamics: Concepts and Cases (2006), and Strategic Management of Technology and Innovation (5th edition, 2009). He has been a Marvin Bower Fellow at Harvard Business School, USA, and a visiting professor at Cambridge University’s Judge Business School, UK, and visiting fellow at its Sydney Sussex College. He is a Fellow of the Strategic Management Society and the Academy of Management. He served as Associate Editor of the Strategic Entrepreneurship Journal (2007–2013), and serves as advisor and senior executive educator for global companies.

Nicola Burgess focuses her research activity on healthcare, conducting a number of projects in the UK National Health Service (NHS) in the areas of service improvement, Lean, RCA, patient safety, patient involvement, organizational learning, knowledge brokerage, and leadership. Nicola has led a number of case studies and evaluations across the NHS under the broad spectrum of service improvement including an Evaluation of Lean implementation across the English NHS; the use of simulation modeling to support the implementation of Lean (culminating in the development of SimLean); and currently Nicola is the Research Fellow for a National Institute for Health Research (NIHR) Health Services and Delivery Research (HS&DR) funded project: ‘The Knowledge Brokering Role of Middle Level Managers (MLMs) in Service Innovation: Managing the Translation Gap in Patient Safety for Elderly Care’.

Xavier Castañer (PhD, Minnesota) is Professor of Strategy at the University of Lausanne, Switzerland. His research about corporate governance, strategy, and development has been published in Administrative Science Quarterly, Corporate Governance: An International Review, Journal of Management, Journal of Management Studies, and Strategic Management Journal. He is also currently doing research on interdisciplinary teams, organizational change, acquisition implementation and cross-sectoral alliances. He is active at the Academy of Management (AOM), the Strategic Management Society (SMS), and the European Academy of Management. He served as officer of the Strategy Process Interest Group at SMS and as a member of the Business Policy and Strategy (BPS) executive committee at AOM. He serves on the editorial board of the Academy of Management Journal, Organization Science, and the Strategic Management Journal, among other scientific outlets.

David G. Cohen is Assistant Professor in the Management and Business Department at Skidmore College, USA. David’s research focuses on neo-
institutional and strategic processes, with a focus on middle management identity and strategic involvement. He also studies the emergent properties of agents in complex adaptive systems, including managers within organizations and organizations within organizational fields. David received his BA and JD from the University of Chicago, USA and earned his PhD in Management, with a specialization in Strategic Management, from the University of Massachusetts, USA.

Graeme Currie's work has been recently published in leading international journals, such as Academy of Management Journal, Human Resource Management, Public Administration Review, Organization Studies, Journal of Public Administration Research and Theory, Leadership Quarterly, Human Relations, Journal of Management Studies, and Social Science and Medicine. Current research grants, in which Graeme plays a major role, are: translation of research evidence through Collaboration for Leadership in Applied Health Research and Care West Midlands (CLAHRC WM) (funded by the National Institute for Health Research, NIHR), absorptive capacity of commissioning networks in health and social care funded by the NIHR Health Services and Delivery Research (HS&DR) project. He works closely with senior levels of a number of public services organizations (National Health Service, police, local authority), third sector (Ear Foundation), and private sector (Alliance Boots), all of whom have provided research funding beyond that identified above. His work is interdisciplinary, involving colleagues from other divisions, such as enterprise (focusing upon leadership and innovation), within Warwick Business School (WBS), UK, and working relationships at a strategic level, with colleagues in the Medical School.

Steven W. Floyd is the Isenberg Professor of Innovation and Entrepreneurship at the Isenberg School of Management at the University of Massachusetts, Amherst, USA. His research focuses on the strategy development process, and much of it takes a middle management perspective on how strategy forms. Recent papers focus on group influence activities and networks in strategic initiatives and the ritualized practices associated with deliberate strategy making. His co-authored research has won the Academy of Management’s Sumantra Ghoshal Research and Practice Award and the Best Conference Paper Prize of the Strategic Management Society. He is a former general editor of the Journal of Management Studies. Currently, he serves on the editorial board of the Academy of Management Journal and as an associate editor of the Strategic Management Journal.

Patrick T. Gibbons is the Jefferson Smurfit Professor of Strategic Management at University College Dublin (UCD), Ireland and is
Academic Director of Executive Development at the Michael Smurfit Graduate Business School. He also holds visiting positions at Nanyang Business School in Singapore and the European School of Management and Technology (ESMT) in Berlin, Germany. He graduated with a PhD in Strategy from the University of Pittsburgh, USA and earned his undergraduate and master’s qualifications at UCD. Previous academic and visiting appointments have included Peking University, China; Hong Kong University of Science and Technology; Penn State University and the University of Pittsburgh, USA. His research interests include the investigation of middle management roles, top management team processes, strategy development processes, leadership development, and strategy implementation issues. Prior to entering academia he held a number of strategy positions in manufacturing, financial services, and the public service.

**Yidi Guo** is a doctoral candidate in the Strategy Department at INSEAD. Her primary research interest is strategic management in complex institutional environments. She studies how corporate elites make strategic decisions and how middle managers implement strategies in the presence of incompatible institutional pressures. She uses contexts of large, transitional markets, with special interests in family firms and state-owned enterprises where competing norms and rules prevail. Her dissertation on “Hierarchical Inconsistency and Strategic Decision Making: Evidence from Family Business in China” was awarded the 2015 Dissertation Research Grant by the Strategy Research Foundation (SRF). Her research on how middle managers manage the political environment to achieve market goals is forthcoming in the *Strategic Management Journal*. Her case study has been reported in the *South China Morning Post*.

**Philip Gylfe** is currently a doctoral candidate in Strategic Management at the Department of Management and Organization, Hanken School of Economics. His research focuses on understanding strategic change from a strategy-as-practice perspective. He specializes in the dynamics between verbal, material, and embodied modes of interaction around strategy. Through the use of systematic video data, Philip looks at the cognitive and emotional processes impacting strategy work. Under the supervision of Associate Professor Saku Mantere (McGill University, Canada), Philip has published about video methods in the *Strategic Management Journal* during his PhD.

**Ciaran Heavey** is a Senior Lecturer in Strategy and Entrepreneurship at University College Dublin (UCD), Ireland and is currently the Academic Director of the B.Comm programme at the Lochlann Quinn School of
Business. His research and teaching interests are in the areas of strategic management, strategic entrepreneurship, and corporate governance, and he has published his research in the Strategic Management Journal, Organization Science, and Journal of Management Studies, among others. He obtained a PhD in Strategic Management from the University of Connecticut, USA, where he was a Fulbright Scholar. He currently serves as an editorial board member on the Journal of Management Studies.

Quy Nguyen Huy is a tenured Professor of Strategic Management at INSEAD and Chair of the Strategy Department. His research on strategy execution, management of strategic change, and entrepreneurship has won multiple awards from the Academy of Management and is published in the Administrative Science Quarterly, Academy of Management Review, Organization Science, Strategic Management Journal, Harvard Business Review, and MIT Sloan Management Review. His research has also been widely reported in the international business press. Huy investigates how social-psychological factors such as emotion and symbolic management influence organizational, strategic processes, and the roles and contributions of middle managers in these processes. He is also working on a book, Emotional Capital as Strategy, to be published by Harvard Business School Press.

Gareth D. Keeves is a PhD candidate in the Strategy area at the University of Michigan’s Stephen M. Ross School of Business, USA. His research examines the influence of social and psychological processes on corporate leadership, how managers shape their institutional environments, and the impact of social and political connections for organizational leaders.

Donald F. Kuratko is the Jack M. Gill Distinguished Chair of Entrepreneurship, Professor of Entrepreneurship and Executive and Academic Director of the Johnson Center for Entrepreneurship and Innovation at the Kelley School of Business, Indiana University – Bloomington, USA. Professor Kuratko has been named one of the ‘Top 50 Entrepreneurship Scholars’ in the world with more than 190 articles on entrepreneurship and corporate entrepreneurship in journals such as Journal of Business Venturing, Entrepreneurship Theory and Practice, Strategic Management Journal, Journal of Business Ethics, Journal of Operations Management, Journal of Product Innovation Management, Family Business Review, and Small Business Economics. He has authored 30 books, including one of the leading entrepreneurship books in the world today, Entrepreneurship: Theory, Process, Practice (10th edition, 2017). The National Academy of Management honored Professor Kuratko with the Entrepreneurship Advocate Award and the Entrepreneurship Mentor
Award for his contributions to the development and advancement of the discipline of entrepreneurship.

Johanna Mair is a Professor of Organization, Strategy and Leadership at the Hertie School of Governance, Germany. She serves as the Academic Editor of the Stanford Social Innovation Review and is a Scholar at the Stanford Center on Philanthropy and Civil Society, USA. Her research focuses on how novel organizational forms and institutional arrangements create economic value as well as social impact, and the role of entrepreneurs and innovation in this process. From 2001 to 2011 she served on the Strategic Management faculty at IESE Business School, Spain. She has held a visiting position at the Harvard Business School, USA and teaches regularly at the Harvard Kennedy School and INSEAD. Before earning her PhD in Management from INSEAD (France), she was directly involved in executive decision making in international banking. Along with her academic work she carries out advisory and board work for multinational companies, the United Nations, governments, foundations, and social venture funds.

Saku Mantere is Associate Professor of Strategy and Organization at the Desautels Faculty of Management at McGill University, Canada. His research focuses on strategic organizations; on questions such as what it is that makes organizations strategic and how strategic management affects organizations. He is particularly interested in strategic change, middle management agency, and strategy discourse, as well as in more general methodological issues in management studies, such as the practice of qualitative research and researcher reasoning in theorizing about organizations.

Henry Mintzberg, OC, OQ, FRSC (1939) is an internationally renowned academic, author, and researcher. He is currently professor of Management Studies at the Desautels Faculty of Management of McGill University in Montreal, Quebec, Canada. Mintzberg is especially interested in and passionate about topics within management and business strategy. He has written more than 150 articles and 15 books. In 1994, he published his ground-breaking work in the book The Rise and Fall of Strategic Planning. To this day many organizations make use of this knowledge for their strategic planning. In 2004, he published another popular book: Managers not MBAs. In this book Mintzberg advocates more emphasis on postgraduate programs. These programs are usually taken by practising managers (rather than students with little real world experience). The starting principle in these programs is “action learning” using insights from their own problems and experiences.
Sudhir Nair is Associate Professor of International Business at the Peter B. Gustavson School of Business, University of Victoria, Canada. His research interests coalesce around international strategy and international entrepreneurship. He is currently examining the processes by which service firms choose to internationalize their operations as well as the drivers of international entrepreneurship within small and medium-sized enterprises. Sudhir earned a PhD in Strategic Management from the University of Massachusetts Amherst, USA.

Madeline Ong is a PhD candidate at the University of Michigan’s Stephen M. Ross School of Business, USA. She conducts research on ethics and leadership development, examining factors influencing individuals’ moral development and punishment of transgressions in ethics, and ways to develop leaders who are reflective, yet proactive in leadership development.

Anneloes M.L. Raes is an assistant professor at IESE Business School, Spain. She holds a PhD degree in Organizational Behavior from Maastricht University and an MSc in Psychology from the Radboud University Nijmegen, Netherlands. Prof. Raes’s research and teaching expertise include top management teams, successful interactions between top and middle managers, self-management, leadership, and teamwork. Prior to joining IESE, Anneloes worked as an assistant professor at the University of St Gallen in Switzerland, and she held visiting scholarships at the University of California, Los Angeles (UCLA) Anderson School of Management as well as Harvard University, USA.

Linda Rouleau is Professor at the Management Department of HEC Montreal, Canada. Her research work focuses on micro-strategy and strategizing in pluralistic contexts. She is also researching the strategic sensemaking role of middle managers and leaders. In the last few years, she has published in peer-reviewed journals such as Academy of Management Review, Organization Science, Accounting, Organization and Society, Journal of Management Studies, Human Relations, among others. She is co-responsible for the GéPS (Study Group of strategy-as-practice, HEC Montreal). She is also leading an international and interdisciplinary network on “Organizing Extreme Contexts.”

Torsten Schmid is an Assistant Professor of research methods and strategy at the University of St Gallen, Switzerland. He co-authored with Bill Wooldridge and Steven W. Floyd a review on middle management perspectives in strategy process research (Journal of Management, 2008). A focus on middle management is one of his core themes within a broader research program to re-conceptualize our understanding of
power and empowerment, and thereby contribute to political theories of organizational and strategic change.

**Anurag Sharma** is Associate Professor of Management at Eugene M. Isenberg School of Management, University of Massachusetts, Amherst MA, USA. He has published research on understanding the contexts in which agents exhibit their agency, and related topics, in such journals as *Academy of Management Review, Strategic Management Journal*, and *California Management Review*. He is the author of *Book of Value: The Fine Art of Investing Wisely* (Columbia University Press, 2016).

**Murat Tarakci** is an Assistant Professor of Innovation Management at Rotterdam School of Management, Netherlands. He obtained his PhD degree from Erasmus School of Economics, Netherlands. His research takes a behavioral approach on strategy and innovation processes. In particular, his research interests cover middle managers’ behavior, cognition, and power in relation to their motivation and ability to renew the strategy. Murat’s research has appeared both in academic outlets (for example, *Strategic Management Journal* and *Journal of Applied Psychology*) and business outlets (for example, *Financial Times* and *Harvard Business Review*).

**Koen van Vlijmen** holds an MSc degree in Strategic Management from the Rotterdam School of Management, Erasmus University, Netherlands. He currently works in the financial industry, while also remaining active as a researcher. Koen’s research interests relate to the interaction between different management levels in the context of strategic renewal processes. In his research, he has worked closely with professors from the University of Cambridge, UK; Erasmus University; and IESE Business School, Spain on projects related to the interaction between top and middle management and leadership more generally.

**Ruifang Wang** is a Lecturer in Management at Maynooth University, Ireland. Her primary research interest focuses on the role of middle managers in the strategy processes. This interest explores three key questions that are central to this stream of literature: (1) What is the meaning of ambidexterity (combining exploration and exploitation) at a managerial level, and how is ambidexterity manifested in a manager’s day-to-day activities? (2) What are the origins, antecedents, and drivers of ambidexterity at a managerial level? (3) What impact, if any, does managerial ambidexterity have on a manager’s career progress and an organization’s performance? Ruifang earned her PhD from University College Dublin (UCD), Ireland, where she also obtained an MSc in Project Management. She earned her BEng from Beijing Jiaotong University,
China. Prior to entering academia, Ruifang worked as an assistant project manager at China Railway Construction Corporation.

**Carola Wolf** is a Lecturer in Strategy at Aston Business School, UK. She received her PhD from the University of St Gallen, Switzerland, studying the role of middle managers in strategic planning processes. Carola’s research applies a sociological perspective on strategy processes and practices, exploring issues of strategic change and the emergence of strategy in different organizational contexts. Being particularly interested in the perspective of middle managers, Carola is also focusing on management career studies, for example exploring career trajectories of middle managers based on life story interviews.

**Bill Wooldridge** is Managing Director of the Berthiaume Center for Entrepreneurship and Professor of Management in the Isenberg School of Management at the University of Massachusetts Amherst, USA. Professor Wooldridge received his PhD in Management from the Leeds College of Business at University of Colorado, Boulder, USA. His research focuses on business and strategy development, strategy process, and building sustainable business models in organizations. He is the co-author of three books on middle managers and their role in strategy making and corporate entrepreneurship. His research has been published in leading academic journals including *Entrepreneurship Theory and Practice*, *Strategic Management Journal*, *Journal of Management*, and *Journal of Management Studies*. He has extensive experience teaching entrepreneurship and strategy at the undergraduate and graduate levels. Professor Wooldridge has served, on two different occasions, as Chair of the Management Department at the Isenberg School of Management, USA, driving new curriculum initiatives related to entrepreneurship and sustainability. As founding director of the Berthiaume Center for Entrepreneurship, Professor Wooldridge’s accomplishments were recognized as the “Outstanding Emerging Entrepreneurship Program” by the United States Association for Small Business and Entrepreneurship.

**Howard Yu** (PhD, HBS) is a Professor of Strategic Management and Innovation at the International Institute for Management Development (IMD), Switzerland. He specializes in technological innovation, strategic transformation and change management. In 2015, Professor Yu was featured in *Poets & Quants* as one of the “Best 40 under 40 Professors.”