



**11th SKM Symposium
Competence-Based Strategic Management
Strategisches Kompetenzmanagement**

Call for Papers

Agile Organisation – Adaptive strategies, inspiring leaders & flexible structures

**26th and 27th of September 2019
University of Stuttgart, Germany
Executive seminar (26th of September, afternoon)
Pre-conference PhD workshop (25th of September)**

Trends such as digitalization, Industry 4.0, the sharing-economy or e-mobility further increase uncertainty and the need to adapt to frequently changing requirements. How can organizations cope with these challenges and adapt to a changing environment? How can they coordinate in an unpredictable world? Coordinating mechanisms that foster organizational learning and connect internal with external resources enable organizations to cope with uncertainty. Such coordination mechanisms are, for instance, adaptive strategies, inspiring leaders or flexible structures (e.g., projects, networks and routines).

The aim of the 11th SKM symposium is to explore how organizations can use these coordination mechanisms to cope with an unpredictable world. In order to adapt, organizations have to formulate an adaptive strategy, develop inspiring leaders, promote initiative and entrepreneurial actions of their employees and build flexible structures. Organizations achieve adaptiveness at the strategic level by promoting the development of dynamic capabilities, ambidexterity, and absorptive capacity. Flexible structures such as agile teams, networks, agile projects, or dynamic routines help to implement those strategies. In this regard, in-depth discussions of various phenomena are fostered, e.g.:

- Adaptiveness and complexity in organizations
- Adaptive strategies that underpin the flexibility of organizations and the emergence of Dynamic Capabilities, Absorptive Capacity, and Ambidexterity
- Development of digital strategies, digital business models, strategies for cyber-physical products, digital readiness and cooperation in ecosystems
- New forms of cooperation in and between organizations, temporary organizations like networks and project structures, and agile teams and methods
- Processes through which organizational routines and capabilities emerge and evolve, interdependencies in routines
- Organized creativity and the inherent uncertainty associated with creativity
- Leadership initiatives that help the organization and its employees to become more flexible and adaptive
- Entrepreneurial initiatives and boundary spanning of leaders and employees



Practical challenges and contributions

- Adaptive structures, networks and coordination in ecosystems
- Agile work and project management (outside software industry)
- Inspiring leadership styles, leadership in agile teams and digital workplaces
- Digital strategies and digital business models
- Industry specific challenges such as:
 - Smart mobility, smart living, smart energy ... and beyond
 - Industry transformation and convergence in creative industries and banking
 - Digital transformation and electrification in the automotive industry

Theoretical challenges and contributions

- Adaptiveness of organizations (Uhl-Bien & Arena, 2018) and complexity (Stacey, 1993, Stacey, 2001) in the digital age (Mocker et al., 2014)
- Dynamic Capabilities (Helfat et al., 2007, Teece, 2012, Teece et al., 1997), Absorptive Capacity (Zahra & George, 2002) and Ambidexterity (Duncan, 1976, Garaus et al., 2016, Güttel & Konlechner, 2009, March, 1991)
- Diverse “micro-foundations of change” from a resource and competence-based view (Mahringer & Renzl, 2018, Renzl et al., 2013, Teece, 2007)
- Networks of organizations and managers (Paruchuri & Eisenman, 2012, Perry-Smith & Mannucci, 2017) in innovation and change processes
- Temporary organizations (Sydow & Braun, 2018, Tukiainen & Granqvist, 2016), agile teams and project management (Lindsjörn et al., 2016, Serrador & Pinto, 2015)
- Routines in a dynamic environment, routine dynamics and interdependencies between routines (Feldman et al., 2016, Parmigiani & Howard-Grenville, 2011)
- Leadership styles for a dynamic environment, leadership in digital age (Bennis, 2013, Sainger, 2018), and ambidextrous leadership (Mueller et al., 2018, Rosing et al., 2011)
- Initiatives of employees such as entrepreneurial initiatives (de Jong et al., 2015, Hisrich, 1990) and boundary spanning (Ebers & Maurer, 2014, Tushman & Scanlan, 1981)
- Platforms and/or ecosystems: shifting competitive advantages from corporate to network level (Ceccagnoli et al., 2012) and acting within evolving ecosystems (Nambisan & Baron, 2013)

Methodical challenges and contributions

- Process-orientation in co-evolutionary research designs, addressing one or more of the following attributes: multilevel, processual and/or longitudinal (Gersch et al., 2009, Wenzel & Koch, 2018)
- The metrics of transformation (levels of analysis, variables, proxies, scales, thresholds to quantify transformation and to operationalize attributes such as “incremental”, “radical”, “disruptive”, etc.)
- From single and mixed to multiple methods: beyond case-based reasoning within inductive and deductive research designs on innovation and transformation (Christensen, 2006)
- Ethnographic studies in organizational research (Yanow, 2012)
- Measuring multi-level research (Wilkens, 2017)



Members of the program committee



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Conference languages

The conference languages are German and English. In order to accommodate international participants, sessions in English are guaranteed. However, it is possible to submit contributions in German and English.

Submission

Please submit abstracts (max. 500 words) via email to submission@skm-conference.de by **April 10th, 2019**. The submitted abstracts will be reviewed in a double-blind review process organized by the members of the program committee. Acceptance decisions will be communicated by **May 15th, 2019**. Full paper submissions (max. 6000 words) are due by **August 15th, 2019**.

The **executive seminar** is going to address different perspectives on the agile organization and coordination in an unpredictable world. To be more precise, it will deal with the question of how practitioners perceive unpredictability and uncertainty and identify best practices of how leadership can cope with these challenges.



Pre-conference PhD workshop (on 25th of September 2019)

- Focuses on competences, strategy, and management
- Provides an opportunity to receive individual feedback from senior researchers, who are selected with regard to their expertise in relevant topics
- Provides time and space for presenting and discussing thesis in a group of peers

Publication opportunities

For the best conference papers, we offer a fast-track review process and publishing opportunity in the *Journal of Competences, Strategy, and Management (JCSM; former: Journal of Competence-based Strategic Management)* ranked in VHB-Jourqual. If you are generally interested in this publication opportunity, please indicate this when submitting the full paper. Depending on the number of adequate paper submissions, we additionally consider editing special issues in other acknowledged academic journals.

Conference Venue

The University of Stuttgart is located in the center of Stuttgart. The downtown campus is easily accessible via the public transit grid and in walking distance from the main station. The University of Stuttgart is one of the leading technically oriented universities in Germany with global significance. It sees itself as a center of university-based, non-university, and industrial research. Stuttgart is in the heart of one of Europe's most vibrant centres of economic activity. Here, where Daimler invented the automobile, more patents are issued than just about anywhere else in Europe. The region is populated with leading companies that can provide diverse insights into business practices and open research possibilities.

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