Routines, Strategies and Management

Engaging for Recurrent Creation ‘At the Edge’

Simon Grand, University of St Gallen, Switzerland

The dynamic interplay of routines, strategies and management allows companies to successfully move forward within their industries. This book contributes to a coherent conceptualization of strategy, organization and management from a practice perspective, identifying strategy as realized in the action.

Simon Grand provides a theoretical framework and detailed exploration in the context of two attractive empirical cases. He discusses topics such as theorizing routine dynamics, managerial engagement and managing routines as strategies to provide a detailed exploration of the importance of organizational routines for strategy.

‘This book deals elegantly with the questions about the role of management raised by strategy as practice research: if strategy is emergent and based on the actions of people who work in and for the organization and if these people have agency, what is the role of management in creating strategic direction? It provides a comprehensive overview and novel synthesis of research relevant to the question of how management actions and enacted routines produce realized strategies through the multiplicity of actions taken in the performance of organizational work. Through Grand’s theorizing of engagement regimes, strategic management becomes a fully dynamic activity connecting the micro (enacted performances of routines in organizations) and the macro (realized strategies).’

– Martha S. Feldman, University of California, Irvine, US

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