CV: PROFESSOR PAULA JARZABKOWSKI

Current position	Professor of Strategic Management, Aston Business School, Aston University EU 7th Framework, Marie Curie International Fellow, Cornell University

MAIN AWARDS

2012	Best Paper award, S-as-P, Academy of Management
	Best Paper award, Ethnography SWG, European Group for Organization Studies
	EU 7th Framework Marie Curie International Outgoing Fellowship £262,377
2010	ESRC/ Insurance Intellectual Capital Initiative Fellowship: £175,000
	Best Paper award, Strategic Management Society
	Outstanding Researcher of the Year Award, Aston University
2009	Best Paper award, British Academy of Management
	Inaugural ESRC/ Insurance Intellectual Capital Initiative Fellowship: £170,999
	Director, Aston Centre for Critical Infrastructure and Services: £400,000
2007	2 x Best Paper awards, Australia, New Zealand Academy of Management, Sydney
2006	AIM Ghoshal Fellowship, ESRC/Advanced Institute of Management: £139,302
2004	Excellence in Teaching Award, Aston University
1996	Excellence in Teaching Award, University of Sydney, Australia.

ACADEMIC POSITIONS

April 2012-2015	Marie Curie Fellow, held as visiting scholar post in Science & Technology Studies Department, Cornell University
June 2007-Present	Professor of Strategic Management, Aston Business School
June 2005-June 2007	Reader in Strategic Management, Aston Business School

April 04-June 2005	Senior Lecturer in Strategic Management, Aston Business School
Oct 2000-May 2004	Lecturer in Strategic Management, Aston Business School
May 1997–Sept 2000	Casual lecturing at Warwick Business School
1997–June 2001	Resident Tutor, University of Warwick
1988–April 1997	From Tutor to Lecturer B, Business & Mgt Studies, University of Sydney, Orange Campus, Australia (non-research post)

EDUCATIONAL QUALIFICATIONS

July 2001	PhD in Business Studies, University of Warwick, UK
1995	MA in Educational Administration, University of New England, Australia
1987	Diploma of Management, University of Western Sydney, Australia

PUBLICATIONS

Peer Reviewed Articles

- Jarzabkowski, P., P. Spee & M. Smets. Material artifacts: Practices for doing strategy with 'stuff' (with). Accepted to *European Management Journal*, September 2012.

- Jarzabkowski, P., M. Giulietti, B Oliveira & N. Amoo. We don't need no education'. Or do we: Management education and alumni adoption of strategy tools. Accepted to *Journal of Management Inquiry*, July 2012.

- Jarzabkowski, P., J. K. Le & M. Feldman. 2012. Toward a theory of coordinating: Creating coordinating mechanisms in practice' *Organization Science,* 23.4:907-927.

- Sillince, J. A. A., Jarzabkowski, P., and Shaw, D. 2012. Shaping strategic action through the rhetorical construction and exploitation of ambiguity. *Organization Science*, 23.3: 743-757.

- Spee, A. P. & P. Jarzabkowski. 2011. 'Strategic planning as communicative process'. *Organization Studies* 32.9: 1217-1245.

- Balogun, J., Jarzabkowski, P., & Vaara, E. 2011. A struggle over voice: A critical discursive approach to strategic change in MNCs'. *Journal of International Business*, 42: 765-786.

- Jarzabkowski, P. S. Mohrman & A. G. Scherer. 2010. 'Organization studies as an applied science: The generation and use of academic knowledge about organizations'. *Organization Studies*. 31.9-10: 1189-1207.

- Jarzabkowski, P., J. Sillince & D. Shaw. 2010. 'Strategic ambiguity as a rhetorical resource for enabling multiple strategic goals'. *Human Relations,* 63.2: 219-248.

- Jarzabkowski, P. & J. Balogun. 2009. 'The practice and process of delivering integration through strategic planning'. *Journal of Management Studies,* 46.8: 1255-1288.

- Spee, A.P. & P. Jarzabkowski, 2009. 'Strategy tools as boundary objects.' *Strategic Organization*. 7.2: 223-232.

- Jarzabkowski, P. & A. P. Spee. 2009. 'Strategy as practice: A review and future directions for the field'. *International Journal of Management Reviews*: 11.1: 69-95.

- Jarzabkowski, P. 2008. 'Shaping strategy as a structuration process'. *Academy of Management Journal,* 51.4: 621-650.

- Jarzabkowski, P. & R. Whittington. 2008. 'Directions for a troubled discipline: Strategy research, teaching and practice'. *Journal of Management Inquiry*, 17.4: 266-268.

- Jarzabkowski, P. & R. Whittington. 2008. 'A strategy-as-practice approach to strategy research and education'. *Journal of Management Inquiry*, 17.4: 282-286.

- Jarzabkowski, P. & D. Seidl. 2008. 'The role of strategy meetings in the social practice of strategy'. *Organization Studies*, 29.11: 1391-1426.

- Jarzabkowski, P. & R. Whittington. 2008. 'Hard to disagree, mostly'. *Strategic Organization,* 6.1: 101-06.

- Jarzabkowski, P. & J. A. A. Sillince 2007. 'A rhetoric-in-context approach to shaping commitment to multiple strategic goals'. *Organization Studies,* 28.10: 1639-65.

- Jarzabkowski, P., J. Balogun & D. Seidl. 2007. 'Strategizing: The challenges of a practice perspective'. *Human Relations*, 2007, 60.1: 5-27.

- Jarzabkowski, P. & E. Fenton 2006. 'Strategizing and organizing in pluralistic contexts'. *Long Range Planning*, 39.6: 631-648.

- Jarzabkowski, P. & D. C. Wilson. 2006. 'Actionable strategy knowledge: A practice perspective.' *European Management Journal*, 24.3: 348-367.

- Jarzabkowski, P. 2004. 'Strategy as practice: Recursiveness, adaptation and practices-in-use.' *Organization Studies*, 25.4: 529-560.

- Wilson, D.C. & Jarzabkowski, P. 2004. 'Thinking and acting strategically: New challenges for interrogating strategy'. *European Management Review*, 1.1: 14-20.

- Wilson, D.C. & Jarzabkowski, P. 2004. 'Pensando e agindo estrategicamente: Novos desafios para a análise estratégical' *Revista de Administração de Empresas*, 44.4.

- Jarzabkowski, P. & R. Searle. 2004. 'Top management team strategic capacity: Harnessing diversity and collective action'. *Long Range Planning,* 37.5: 399-419.

- Jarzabkowski, P. 2003. 'Strategic practices: An activity theory perspective on continuity and change.' *Journal of Management Studies*, 40.1:23-55.

- R. Whittington, P. Jarzabkowski, J. Nahapiet, M. Mayer, E. Mounoud & L. Rouleau. 2003. 'Taking strategy seriously: Responsibility and reform for an important social practice'. *Journal of Management Inquiry,* Dec, 12.4, 396-409.

- Jarzabkowski, P. & D. C. Wilson. 2002. "Top teams and strategy in a UK university." *Journal of Management Studies*, 39.3:357-383.

- Jarzabkowski, P. 2002. "Centralised or decentralised? The strategic implications of resource allocation models." *Higher Education Quarterly*, 56.1:5-32.

Book – Research Monograph

- Jarzabkowski, P. (2005) '*Strategy as Practice: An Activity-Based Approach'* London UK: Sage.
  - Reviewed in *Academy of Management Review*, 2007, 32.3: 986-990.
  - Reviewed in *Organization*, 2007, 14.2: 303-306
  - Reviewed in *Organization Studies*, 2006, 27.6: 906-909
  - Reviewed in *International Journal of Public Management*, 2006, 9.3: 361-65.

Special Issue Guest Editor

- 2010. 'Organization Studies as an Applied Science' (with S. Mohrman & A. Scherer). Special Issue of *Organization Studies*, 31.9-10.

- 2007. 'Strategizing: A Practice Perspective' (with J. Balogun and D. Seidl). Special Issue of *Human Relations* 60.1

Book Chapters

- 2003. 'Diversity plus trust equals enhanced top management team performance.' (with R. Searle). In *Identity and Diversity in Organizations.* Avallone, F., Sinangil, H. K. and A. Caetano (Eds.) Milan, Italy: Guerini Studio. ISBN: 0400-493-2, Chapter 17, pp: 152-162.

- 2006. 'Stratégie comme pratique : recentrage de la recherche en management stratégique' (with J. Balogun and D. Seidl). Foreword to *La fabrique de la stratégie. Une perspective multidimensionnelle*. (Ed. Damon Golsorkhi, Publisher: Vuibert

- 2007. 'Strategizing Activity and Practice' (with J. Balogun and D. Seidl) In '*Advanced Strategic Management*' Ambrosini, V. and Jenkins, M. (Eds), Basingstoke UK: Palgrave: Chapter 12: 196-214.

- 2008. 'Strategy as Practice'. in Barry, D. and Hansen, H. (Eds.) *The Sage Handbook of New and Emerging Approaches to Management and Organization.* London, UK: Sage.

- 2009. 'Doing which work? A practice approach to institutional pluralism.' (with J. K. Matthiesen and A. Van de Ven). In Lawrence T., Leca, B. and R.

Suddaby. (Eds) *Institutional Work: Actors and Agency in Institutional Studies of Organizations.* Cambridge, UK: Cambridge University Press

- 2010. 'An activity theory approach to strategy as practice.' In Golsorkhi D., Rouleau L, Seidl D and Vaara E. (eds.), *Cambridge Handbook of Strategy as Practice.* Cambridge, UK: Cambridge University Press: 127-140.

- 2010. 'Taking strategy-as-practice across the Atlantic'. (with S. Kaplan). In Baum, J. and J. Lampel (Eds). *The Globalization of Strategy Research*, Advances in Strategic Management, 27: 51–71

- 2011. 'Touching data: Revelation through energetic collaboration' (with J. K. Le). In Dutton, J and Carlsen, A. (Eds.) Research *Alive! Exploring generative moments in doing qualitative research*. Copenhagen Business School Press.

- 2012. Leveraging relationships to get ready for change (with M. Smets and P. Spee). In Heimer Rathbone, C-L. (Ed.) *Ready For Change? Transition Through Turbulence to Reformation and Transformation*. London, UK: Palgrave MacMillan.

Book Reviews

- Jarzabkowski, P. (1998). Review of Howard, T., and D. O'Neal and M. Ghertman (eds), 1997, "Strategy, Structure and Style." *Journal of Management Studies*, 35.5:681-684.

Special Issues-in-progress

- 'Discourse and Strategic Management: The Potential, Challenges and Future Direction' (with J. Balogun, C. Jacobs, S. Mantere and E. Vaara). Special issue accepted by *Journal of Management Studies*, Papers at final decision stage

Books-in-progress

- *Making a Market for Acts of God: Risk-trading in the Global Reinsurance Industry* (with M. Smets and P. Spee). Research monograph under contract with Oxford University Press.

Papers Under Review

- 'A dialectical process model for coping with paradoxical tensions in organizations. (with J. K. Le & A. Van de Ven). Resubmitted

- Institutional work taken literally: The relationship of institutions and work in practice (with M. Smets). Resubmitted

- 'Using strategy tools in practice: An exploration of technologies of rationality in use'. (with S. Kaplan). Revise and resubmit

- Stabilizing meaning in communicative interactions: Insights from a strategic planning process (with P. Spee). Revise and resubmit

- Reinsurance Trading in Lloyd's of London: Balancing conflicting-yet-complementary logics in practice (with M. Smets, G. Burke and P. Spee). **Best Paper Proceedings, AoM 2012**. Revise and resubmit

- 'When logics collide: Organizational practices, institutional accounts and the configuration of contradictory logics' (with J. K. Le & A Van de Ven). Revise and resubmit

- Managing Client Relationships to Support Knowledge Generation: An Organizational Ambidexterity Perspective (with R. Bednarek, G. Burke and M. Smets). Revise and resubmit

- 'The Impact of Organizational Conflict on Strategy Implementation Tasks'. (with J. K. Le). **Winner of SMS Process and Practice Conference Best Paper Prize, Finland 2010.** Under review

Executive Reports

- 2007. The importance of meetings: How the structure of meetings affects strategic change in organizations. (with D. Seidl). *Advanced Institute of Management (AIM) Executive Briefings*.

- 2009. 'Building a Strategy Toolkit: Lessons from Business'. (with M. Giulietti & B Oliveira). *Advanced Institute of Management (AIM) Executive Briefings*. ISBN 978-1-906087-24-1

- 2010. 'Trading risks: The value of relationships, models and face-to-face interaction in the global reinsurance market. (with M. Smets & P. Spee). *Insurance Intellectual Capital Initiative Executive Briefing*

- 2012. 'Beyond Borders: Charting the Changing Global Reinsurance Landscape' (with R. Bednarek, G. Burke, L. Cabantous & M. Smets,). *Insurance Intellectual Capital Initiative Executive Briefing.* ISBN 978-1-85449-770-3. See website: http://www1.aston.ac.uk/reinsurance/

Research in the Media

- Reinsurers warned against risk bundling, urged to keep focus on primary risk. *Artemis*, 28/09/2012
- Could Reinsurers' Bundling of Risks Lead to a Financial Debacle? *Property Casualty 360*, 25/09/2012
- Risk bundling leaves reinsurers exposed, *Insurance Insider*, 24/09/2012
- Bundling poses systemic risk for reinsurance, says research linked to Lloyd's. *Compliance Complete*, 24/09/2012
- Increased Trend for Bundling Risk Exposes Reinsurers to Surprise Financial Shocks. *Insurance News*, 22/09/2012
- Reinsurance risk bundling has dangers. *Reactions*, 21/09/2012
- 'Super cedents' force reinsurers into caution. *Post Online*, 20/09/2012
- Reinsurers urged to retain risk focus. *Continuity Insurance and Cover*, 20/09/2012
- Get ready for the MC dating game: How to find that perfect reinsurer type. *Insurance Day* 10/09/2012
- Transferring risks through bundling. *Insurance Day*, (02/07/2012).
- Reinsurance relationships: Trust in information, not a leap of faith. *Insurance Day*, (18/06/2012).
- 'Man up against the underwriting machine'. *Risk & Insurance*, January 2011
- 'Standing on ceremony'. *The Review*, (01/02/2011: 36)
- 'Bermuda and Lloyd's can adopt similar business practices' *Royal Gazette* (17/09/2010)
- 'Consider ditching the slip'. *The Review* (15/09/2010)

- 'How to manage your gut and face time'. *Reactions* (15/09/2010)
- 'Study evaluates Bermuda, Lloyd's underwriting practices'. *Business Insurance* (15/09/2010)
- 'Lloyd's and Bermuda converging'. *Strategic Risk* (15/09/2010)
- Bermuda and Lloyd's really can learn from each other'. *Bermuda Re/insurance*. (November 2010 issue)
- 'Something for the Weekend'. *Financial Times* (12/02/2010)
- 'How Lloyds is coming face-to-face with the modern age'. *Evening Standard* (14/07/09)
- 'Insurers in 'fly-on-the-wall' study'. *Financial Times* (07/07/09)
- 'London and Bermuda face scrutiny by academic'. *Insurance Insider* News Alert (07/07/09)
- 'Comparative study on London and Bermuda launched'. *Insurance Day* (07/07/09)
- 'Team differences go more than skin deep' *Financial Times* (29/07/04:10)

Papers-in-Progress – in order of priority for journal submission

- Making market cycles: Constructing prices in the wake of catastrophic events. (with R. Bednarek, L. Cabantous and M. Smets)

- Charting new territory for organizational ethnography: Insights from a team-based video ethnography of reinsurance trading in London. (with M. Smets, G. Burke and P. Spee) **Winner of Journal of Ethnography Best EGOS Ethnography SWG paper prize, EGOS 2012**.

- Trading spaces: The embodiment of risk-trading episodes. (with M. Smets, G. Burke and P. Spee)

- Revisiting a neglected topic: How do managers use management education in management practice? (with B Oliveira, M. Giulietti & N. Amoo)

Online Seminar Series

- Jarzabkowski, P. and Seidl, D. (2012), "Introduction to Strategy-as-Practice", in Seidl, D. and Jarzabkowski, P. (eds), Strategy as Practice: Theories, methodologies and phenomena, The Marketing & Management Collection, Henry Stewart Talks Ltd, London (http://hstalks.com/?t=MM1583357-Jarzabkowski)

- Jarzabkowski, P. (2012), "Studying strategy practices and strategy tools", in Seidl, D. and Jarzabkowski, P. (eds), Strategy as Practice: Theories, methodologies and phenomena, The Marketing & Management Collection, Henry Stewart Talks Ltd, London (http://hstalks.com/?t=MM1583358-Jarzabkowski)

Research Grants

Total funding received: £1,446,840

- July 2012. Worshipful Company of Insurers. Positioning the UK (Lloyd's) in a changing global reinsurance landscape. Amount: £20,000.

- June 2012. Industry funded research grant. Global Reinsurance Trading. Lessons for different stakeholders. Amount: £28,500.

- May 2012. Economic and Social Research Council. Charting New Territory: Positioning the UK (Lloyd's) in a changing global reinsurance landscape. (with M. Smets and G. Burke). Amount: £113,374.

- January 2012. Insurance Intellectual Capital Initiative. Trading Reinsurance in emerging markets: Insights from Asia. Amount: £32,000

- April 2011. European Union 7th Framework Programme. Marie Curie International Outgoing Fellowships. Topic: 'Interdisciplinary advances on behavioural theories of financial risk-taking: Innovative insights from a video-ethnography of live trading'. The first two years of this Marie Curie Fellowship (2012-13) will be held at Cornell University, USA, in the Science and Technology Studies Department. Amount: Euros 313,340 (£262,377)

- December 2010. Economic and Social Research Council (ESRC): Topic: 'Business Placement Fellowship to support Trading Risks Phase 2'. Amount: £50,000

- November 2010. Insurance Intellectual Capital Initiative (IICI). Topic: 'Trading risks. Phase 2: The role of European direct reinsurers in the global market'. Amount: £125,000

- February 2010. British Academy. Topic: 'An ethnographic comparison of electronic and face-to-face reinsurance trading practices and their implications for industry evolution' (PI). Grant no. SG091192. Amount: £7,500.

- May 2009. Economic and Social Research Council and Insurance Intellectual Capital Initiative Fellowship. Topic. 'London compared with Bermuda: an ethnographic comparison of the basis of trading and the implications for future evolution' (PI). Amount: £170,999

- March 2009. Aston Centre for Critical Infrastructure and Services (ACCIS). Vice-Chancellor's Centres of Excellence development fund (£200K), Aston University and Aston Business School Development Fund (£200K). (PI) Total Amount: £400,000

- November 2008. Advanced Institute of Management. Funding to run Festival of Science Week Practitioner Workshop on 'Policy Processes for Economic Regulation in Network Industries', to be held on 12 March, 2009. (PI, with co-applicant, J. K. Matthiesen). Amount: £2600

- August 2008. Advanced Institute of Management. Funding to run Visiting Fellows Workshop on 'Actions, Practices and Institutions'. Amount: £2860

- July 2008. Economic and Social Research Council. Topic: 'Strategic Management Education in Practice: Patterns and Drivers of Adoption in Domestic and International UK Business School Alumni'. (PI, with co-investigator, M. Giulietti). Amount: £78,076.11

- May 2008. Aston University Internal Grants. Funding to run Industry research collaboration workshop on 'Network Industries: Economic Regulation in Practice'. Amount: £5,000

- May 2007. Higher Education Learning and Management (HELM), Internal Grant. Topic: 'Applying strategy knowledge: An alumni survey.' Amount: £500

- January 2007. British Academy (BA) Small Grants. Topic: 'Unravelling Commercial and Regulatory Double-bind Strategy Processes in Regulated Firms'. Amount: £6,602

- January 2006. Advanced Institute of Management (AIM) Ghoshal Research Fellowship. 'Promising practices for strategizing'. Economic and Social Research Council (ESRC), Amount: £139,302.16

- February 2003. Aston Business School Internal grant. 'Using strategy knowledge in practice.' Amount: £4,750

PRACTITIONER RELEVANCE

- See Reinsurance website: http://www1.aston.ac.uk/reinsurance/

- March 1 2013: Booked to speak at Insurance Institute of London lecture series, Lloyd's Old Library.

- September 20th 2012: Beyond Borders: Charting the Changing Global Reinsurance Landscape. Report release and press briefing for Insurance Intellectual Capital Initiative. London.

- May 16th 2012: Invited speaker. Insurance Day Summit, London. Changing times, changing types: Positioning reinsurers in their global landscape.

- November 29th 2011: Invited speaker. Insurance Institute of London (IIL). Presentation of results on Phase 2. Venue: Lloyd's Old Library.

- April 5th 2011, Invited speaker for Intermediaries and Reinsurance Underwriters Association Conference, Bermuda, executive panel discussion on the implications of the study on trust, information and reinsurance relationships in the wake of the Japanese earthquake and tsunami

- April 4th 2011. Invited dinner speaker, Intermediaries and Reinsurance Underwriters Association Conference, Bermuda: 'A Tale of Two Cities: Trading Risks in Lloyd's and Bermuda'

- November 3rd 2010: Invited speaker, Insurance Institute of London (Error! Hyperlink reference not valid.), which is the 15,000 member London branch of the Chartered Insurance Institute, the global accreditation body for the insurance industry.

- September 14th 2010: Keynote speaker, Aon Benfield breakfast briefing, Monte Carlo Reinsurance Rendezvous, Salon Excelsior, Hotel Hermitage, Monte Carlo

- June 10th 2010: Speaker, Invited research presentation, Bermuda Reinsurance market, Victoria Room, Hamilton Princess, Bermuda.

- May 27th 2010: Invited speaker, London 100 Breakfast presentation (www.london-100.com), which is a meeting of the top 100 London market insurance executives.

- March 2009: Lead convener and plenary speaker, Industry workshop for senior managers in network industries (with J.K. Matthiesen). Topic: 'Network Industry Policy: Who Decides?', Aston Business School.

- June 2008: Lead convener and plenary speaker, Industry workshop for senior managers in network industries (with J.K. Matthiesen). Topic: 'Network Industries: Economic Regulation in Practice'. Aston Business School.

- August 2007: Speaker 'Using Strategic Management Tools in Practice'. Foundation for Management Education (FME) Fellows Day, Aston University

- November 2006: Co-convener AIM Practitioner Workshop 'Discourse for practicing managers', Cardiff University.

- September 2004: Plenary speaker *British Psychological Society* Division of Occupational Psychology Professional Practice Conference, Oxford.

Current and Recent Research Projects

Charting New Territory: Positioning the UK (Lloyd's) in a changing global reinsurance landscape. Despite its history as a main financial centre for buying and selling reinsurance, Lloyd's of London and the UK market now face major challenges arising from changes in the global landscape. These changes include technological advances in information distribution, regulatory demands for capital transparency, growing competition from other mature markets, consolidation in the insurance and reinsurance markets and increasing global demand (and associated losses) from emerging markets. As a result, many UK companies are not only accessing global reinsurance business from London but also establishing subsidiaries in other markets, seeking business in emerging markets, and striving to develop relationships with an emerging group of global cedents that are changing the way that reinsurance is bought. However, they have few frameworks or evidence-based insights to inform them about the scope of global change or its potential implications for their own business models. The primary aim of this project is to co-produce and implement a series of 10 Masterclasses with UK insurers, reinsurers and brokers that will support them in developing greater competitiveness. Each Masterclass will comprise i) a practical case paper of 10-12 pages with specific frameworks; ii) tailored exercises for industry participants; and iii) a 20-minute podcast with slides to accompany the case and exercises. These resources will be published on a dedicated website to make them freely and permanently accessible to broader, global audiences and foster training and development in the industry.

Interdisciplinary advances on behavioural theories of financial risk-taking: Innovative insights from a global ethnography of reinsurance trading. This project involves fine-grained ethnographic study of reinsurance agents during the live trading of financial risks. The ongoing financial crisis highlights the need to better understand the behaviour of financial actors and, in particular, those factors that shape their attitude to risk. Existing behavioural models have been criticised for failing to address the complexity of risk management and being overly narrow in their disciplinary focus. This Marie Curie fellowship addresses calls for interdisciplinary approaches that go beyond existing economic and financial models in order to better understand risk-trading behaviour. It is difficult to implement better financial controls until we have a richer understanding of which social and behavioural practices are implicated in the evaluation of risk. Yet, there has been little attempt to systematically advance new methods of analysing financial risk-taking. This project, with its unique data set on one important sector of financial markets, reinsurance, provides an opportunity for a systematic analysis of risk-taking behaviours that is grounded in inter-disciplinary frameworks that are at the intersection of economic sociology, technology studies and ethnography. The aim is to complement and extend existing behavioural approaches by providing a social cultural and material understanding of risk management behaviour and its implications for trading

practices in financial markets. For this project I am spending 2 year in an interdisciplinary social studies of science centre, the Science & Technology Studies department at Cornell University, followed by a third year of dissemination in Europe.

Trading risk: An internationally comparative study of reinsurance trading practices. This was a two-phase study commissioned by the Insurance Intellectual Capital Initiative (IICI) in partnership with the ESRC. The data for this global study of the non-life reinsurance sector is unique. It is based on ethnographic observation of reinsurance trading, broking, client meetings and conferences, as well as in-depth interviewing of key participants in the reinsurance industry over three annual cycles from 2009-2012. The data set comprises 837 ethnographic observations (including audio and video recordings) and 446 interviews, collected in 25 reinsurance and broking firms and 36 insurance firms across 17 countries and 61 offices in all non-life lines of business. Phase 1 compared the Lloyd's and Bermuda reinsurance trading markets, on the basis of face-to-face and electronic forms of communication. For over 300 years, Lloyd's of London has primarily relied on face-to-face interaction between reinsurance brokers and underwriters in the assessment and placement of reinsurance risks. Traditionally, great emphasis has been placed on these personal relationships as the basis for expert judgement on appraising risks. In newer reinsurance marketplaces, such as Bermuda, an alternative approach emerged that relies more on electronic communication between parties and the use of mathematical models to support underwriting decisions. Phase 1 evaluated the implications of face-to-face, expert-based judgement and electronic scientifically modelled judgement for high-risk, high value commercial reinsurance placement decisions. The results are in an industry report: "Trading Risk: The value of relationships, models and face-to-face interaction in a global reinsurance market".

For phase 2, the research focus extended to include Continental Europe and the Asia Pacific region, and also broadened the participants to include the primary insurers that purchase reinsurance, from small emerging market insurers to the largest global insurance companies. This has created a truly global dataset comprising all of the main trading stakeholders, insurers, reinsurers and brokers, in the reinsurance industry. The study has been timely as the global reinsurance industry is in a period of profound change arising from shifts in regulation, consolidation in the key players, and increasing competition both within the reinsurance industry and from alternative capital providers. Critically, these changes generate stasis in the amount of reinsurance premium available globally and flatten market cycles. The outcome is increasing convergence in a market that was, until recently, characterised by significant cultural variation in buying and selling reinsurance. The findings from the entire global study have been published as report, currently in press, that will help industry participants to take stock of their current position in the industry, the specific types of differentiation available, and how these differentiators can create advantage. Specifically, the report provides a series of evidence-based frameworks and models that cedents, brokers and reinsurers, can use to diagnose their existing strategies and structures and consider possible alternatives. Initial academic papers from this study have already attracted three nominations for best paper awards in the 2012 conference round. Some papers are now under review and there is also a book under contract with Oxford University Press.

Aston Centre for Critical Infrastructure and Services (ACCIS). In March 2009, Aston University awarded funding to develop a new research centre, ACCIS (Amount £400,000). With Paula Jarzabkowski as the Centre Director, ACCIS is focused on developing Aston University into a centre of excellence for cutting

edge research into the challenges of critical infrastructure service industries, which attracts funding for leading researchers and students, supports the practical needs of industry and impacts upon policy at the regional, national and international level. It will emphasize research that addresses current and future challenges for industries that provide the critical infrastructure services upon which regional and national stability and economic growth are based, such as energy, transport, water and telecoms. The Centre will deliver innovative research programmes that engage with industry, policy-makers and community groups in answering the big questions on 1) competition, regulation and their consequences at firm and market levels; 2) the implications of political, environmental and social inclusion agendas upon policy formation and implementation; and 3) sustainability and technological innovation in infrastructure industries. The Centre aims to grow into a key forum for exchanges of information and sharing of best practice between leading academics, industry leaders, policy-makers and consumer groups at the regional, national and international level. The Centre was the basis for a number of single discipline and interdisciplinary research grant applications at Aston University, of which applications were successful in gaining funding from three sources: i) the Economic and Social Research Council; ii) various industry sources, including companies and regulators; and iii) European Union 7th Framework funding.

Variation in regulated firms' responses to the state and the market. This project, conducted in 2007 and funded by the British Academy (Amount: £6,602), involved a cross-sectoral comparison based on case studies of firms in different parts of the regulated industry supply chain from the energy, rail, water and telecoms sectors. The study examines the implications of different organizational configurations and degrees of regulatory influence, for managerial responses to competing demands upon them from the market and the regulator. Findings demonstrate that a combination of compliance with regulation and manipulation of the regulatory environment to their market interests are the typical responses that regulated firms use to maintain some balance between the range of objectives that they are required to fulfill. Under organizational configurations of functional separation manipulation appears to be a stronger response, and also, counter-intuitively, under conditions of increased regulatory influence. The results indicate a need for longitudinal research into the patterns through which firms engage in different responses over time, according to specific contingencies of the institutional context, and their implications for meeting market and regulatory goals.

Conflicting regulatory and market objectives: A problem for strategy implementation. This project, funded by the Economic and Social Research Council of the UK, (Amount £139,302) extends existing strategy theory by examining the problem of implementing contradictory strategies inside organizations. Longitudinal qualitative data, including observation, interviews and documents, were collected over a 2-year period in 2006-07 in a Financial Times Stock Exchange (FTSE) 100 company undergoing a major regulatory shift to functional separation that exacerbated tensions between strategic actions targeted at fulfilling regulatory objectives and those directed at market objectives. Results show variation in the work practices and legitimating accounts that balance conflicting objectives, enabling strategy implementation, and those that polarize conflict and obstruct strategy implementation. I develop process models that explain how specific structural configurations, relative power, scale of organizational interdependence and importance accorded to market or regulatory objectives, lead to these different strategy implementation outcomes. The study explained implementation of contradictory regulatory and market goals in the context of functional separation but also raised questions about the strategic implications of different organizational configurations in response to state and

market demands, indicating grounds for future research. The study resulted in one paper published in a leading academic journal and, currently, a series of papers under review to other leading academic journals.

Strategic ambiguity as a resource in professional contexts. (with J. Sillince and D. Shaw). Professional contexts, such as universities, health care, arts and professional-service organizations, are prone to ambiguity and strategic goal conflict because of pluralistic tensions between their professional goals, public value and economic viability. This project examines how strategic ambiguity, which is ambiguous communication of strategic goals, can serve as a resource enabling managers and employees in professional contexts to reconcile or cope with pluralistic tensions. Results show that strategic ambiguity enables diverse groups to attribute their own interpretations to the strategic actions of the organization and so, to avoid direct conflict. However, professional contexts also entail diffuse power and normative controls, in which strategic ambiguity may result in temporary allegiance to symbolic actions whilst obscuring consistent, collective strategic action. This study thus raised questions about collective strategic action in more overtly commercial organizations with different power and control mechanisms, which has been the focus of my other research projects. The study resulted in two papers published in leading academic journals.

Strategic planning in the multinational: Distributed and fragmented (with J. Balogun). This project, conducted throughout 2004, funded by an internal grant from Aston University (Amount: £4,750), examined how strategic planning enables collective strategic action in multinationals, which have tensions between global integration and local autonomy. While strategic planning has been criticized for failing to deliver value to organizations, some authors propose that it enables strategic integration because it serves as a coordination, communication and control mechanism, and that this is why organizations continue to invest considerable time and resource in strategic planning. This study was conducted in a multinational implementing a new and contested strategic planning mechanism in order to develop strategic integration across Europe. Findings show that, despite struggles over local power and autonomy, differentiated social mechanisms and controls emerged as part of the planning process, which enabled negotiation between the different and sometimes conflicting interests of the corporate centre and powerful business divisions in important geographical markets. This study explained how strategic action is negotiated in the context of a conflicted central goal, but also motivated me to conduct research into the problem of strategic action in the context of contradictory goals. The project resulted in two papers published in leading academic journals.

The relevance debate: Strategic management theory as an applied science? In addition to my research on strategy in organizations, I have also developed a strand of research that addresses growing criticisms about the relevance of the business school to management practice. Despite increasing concerns about whether management education is being applied within the workplace, there is relatively little evidence about whether graduates use the tools, techniques and concepts taught as part of management education. This lack of evidence is a problem not only for business schools but also for those organizations and employees who have taken part in the drive to further higher education. I have published theoretical and empirical papers on this problem, edited a special issue of Organization Studies on the topic, and in July 2008 I gained an Economic and Social Research Council of the UK grant of £78,076 to conduct a survey that evaluates patterns and drivers in the adoption of management education by business school alumni.

RESEARCH ACTIVITIES

Conference/workshop keynotes and convening:

- July 2013: Co-convenor of EGOS SWG subtheme: Strategizing Activity and Practice: Connecting the Material to the Social. Montreal

- May 2011: Convenor, Strategy-as-Practice workshop: Strategizing for the Community Future. Aston University.

- 2010 - present. Nominating Committee and Foundation Member of Special Interest Group on Strategy-as-Practice of the Academy of Management, launched in 2010.

- 2005-2013: Convener of European Group for Organization Studies (EGOS) Standing Working Group on 'Strategizing: A Practice Perspective' (with J. Balogun and D. Seidl)

- June 2009: Plenary speaker, Annual Workshop, International Centre for Research on Discourse, Strategy and Change (ICRODSC), Melbourne University

- October 2008: Convener and a plenary speaker for international AIM workshop: 'Actions, Practices and Institutions', Aston University.

- April 2008: Convener, Strategy-as-Practice Symposium: 'Studying Workshops and Meetings as Organizational Phenomena'. Aston University.

- September 2007: Keynote speaker, 'Relevance in Management Education? Uses of Strategic Management Education by Alumni'. Irish Academy of Management, Queens University, Belfast.

- June 2007: Lead convener of the Organization Studies Summer Workshop: 'Organization Studies as an Applied Science: The Generation and Use of Academic Knowledge'. Crete.

- June 2007: Invited speaker. Workshop on 'Doing Institutional Work'. Simon Fraser University, Canada

- May 2007: Co-convener AIM Capacity Building Workshop: 'Routines Within and Across Organizational Boundaries', London Business School.

- March 2007: Lead convener ESRC/EPSRC Festival of Science week workshop 'Engaging with Practice: Doing Strategy-as-Practice Research' Aston University.

- November 2006: Co-convener AIM Capacity Building Workshop 'Discourse research methods', Cardiff University.

- October 2006: Co-convener AIM Capacity Building Workshop: 'Researching Organizations as Pluralistic Contexts' Aston University.

- September 2006: Invited speaker. 'Developing Organisation Leaders as Change Agents in the Public Services' ESRC Workshop on Leadership. Cardiff/Bristol universities

- March 2006: Lead convener AIM Capacity Building Workshop for ESRC Social Science week: 'Studying Practices Empirically'. Aston University.

- January 2006: Invited speaker. British Academy of Management (BAM) Special Interest Group on Performance Measurement, Cranfield University

- 2005-2007: Co-convener of BAM Special Interest Group on Strategy as Practice

National and international visiting posts

- April 2012-March 2014: Marie Curie International Outgoing Fellowship held at Cornell University, USA in the Science and Technology Studies Department.

- October 2011: Visiting Professor, Faculty of Economics and Business, Sydney University, Australia.

- March 2008 - present: Visiting Professor, Graduate School of Business, Strathclyde University, Glasgow, UK

- Jan-Dec 2008: Associate Fellow, Warwick Business School, Coventry, UK

- November 2008: Visiting Scholar, Faculty of Economics and Business, Sydney University, Australia.

- December 2008: Guest Professor, Leibniz Universität Hannover, Germany

- Jan-Dec 2007: Senior Visiting Fellow, Warwick Business School

- November 2004. 'Distinguished Visiting Scholar', *University of Auckland*.

Recent international research presentations (additional to above posts)

- 2011: 1) *BI Norwegian School of Management*, Norway, January; 2) *Free University of Berlin*, Germany, April; 3) *University of Naples/Catanzaro*, Italy, May

- 2010: 1) *Free University of Berlin*, Germany, February; 2) *Stockholm University School of Business*, Sweden, June.

- 2009: 1) *Institute of Organization and Administrative Science*, University of Zurich, Switzerland, January; 2) *Stockholm School of Economics*, Sweden, May; 3) Jönköping International Business School, Sweden, May. 4) *Australian School of Business*, NSW University, Australia, June. 5) *Rouen Business School*, Paris, December

- 2008: 1) *Ecole Polytechnique,* Paris, March 2) *Carlson School, Minnesota University*, USA, April; 3) *Netherlands School for Public Administration*, Netherlands, July

- 2007: 1) Faculty of Economics and Business, *Sydney University*, Australia, December; 2) *Australian School of Business*, University of New South Wales, Australia, December; 3) *HEC Montreal*, Canada, September; 4) *Alberta University*, Canada, May; 5) Carlson School, *Minnesota University*, USA, April.

- 2005: 1) *ISCTE Business School*, Lisbon, Portugal, May; 2) *Helsinki University of Technology*, January.

Recent invited national research presentations (additional to above posts)

- 2011: 1) *Imperial College*, March; 2) *Insurance Economists Association, Nottingham University*, April; 3) *Novak Druce Centre, Said Business School*, May

- 2010: 1) *Advanced Institute of Management Workshop*, June; 2) *Lancaster University*, October

- 2009: 1) *Cardiff University*, February; 2) *Imperial College*, March; 3) *The Freeman Centre*, Universities of Brighton and Sussex, May; 4) *Bath University*, October.

- 2008: 1) *Edinburgh University*, San Ei Gen Lecture, October; 2) *Manchester Metropolitan*, February.

- 2006: 1) *Lancaster University Management School*, December; 2) *St Andrews University*, November; 3) *London School of Economics*, November; 4) *Open University Business School*, July; 5) *GNOSIS research centre*, Liverpool University, March; 6) *Queen Mary School of Business and Management*, University of London, March; 7) *Strathclyde Graduate School of Business*, February

Reviewing and research service

- Editorial Board member:
  - Academy of Management Journal (2007-)
  - Academy of Management Review (2011-)
  - Journal of Management Studies (2007-2012)
  - Organization Science (2007-2010)
  - Organization Studies (2005-)
  - Scandinavian Journal of Management (2007-)
  - Strategic Management Journal (2009-)

- Ad hoc reviewing for
  - British Journal of Management
  - Human Relations
  - Journal of Management Inquiry
  - Long Range Planning
  - Organization
  - Academy of Management Conference
  - Economic and Social Research Council (ESRC)
  - Oxford University Press
  - Cambridge University Press

- 2002-present: Co-founder and host, with D. Seidl, of research community website and international research network on Strategy as Practice: SAP-IN: http://www.sap-in.org/home

Doctoral supervision and examining

External doctoral Thesis Examining

- 2005 External examiner for doctoral thesis: 'Strategy process in practice: Practices and logics of action of middle managers in strategy implementation'. Helsinki University of Technology, Finland, January

- 2007: External examiner for doctoral thesis on a practice approach to cultural clash. Melbourne University, November

- 2009: External examiner for doctoral thesis: 'Managing Strategic Issues Over Time: Senior Managers' Issue Sustaining Activities'. Oxford University, Supervisor: Richard Whittington. February

- 2010: External examiner for doctoral thesis: 'Strategy as sociomaterial practices: Planning, decision-making, and responsiveness in corporate lending', Stockholm University School of Business, June

- 2011: External examiner for doctoral thesis: 'Building the corporate brand in a stream of collective sense-making activities: a practice perspective'. Aalto University School of Economics. Written examination October. Public defense examiner February 2011.

Doctoral Supervision

- 2003/04 intake: Industry-funded part-time DBA student, Topic: 'Enacting Regulated Strategic Environments'. **Passed 2009**.

- 2004/05 intake: ESRC PhD student, Topic: 'Institutional change in the Java application server field: A case-study of institutional entrepreneurship'. **Passed 2009**.

- 2005/06 intake: ESRC PhD Student, Topic: 'Strategy formation as a communication process'. **Passed 2010**

- 2008/09 intake: Portuguese government scholarship funded PhD student, Topic: 'Management Education as an Applied Science: The Use of Strategy Tools'.

- 2008/09 intake: ABS Bursary-funded PhD student. Topic: 'Discourses of strategic change in the energy sector'

- 2012/13 intake: Self-funded PhD student. Topic: 'Multimodality of human interaction in trading risk'

Conferences

I am an active participant at the leading conferences in strategic management and organization theory for three reasons: 1. I run tracks, working groups, workshops or symposia in my field, strategy-as-practice, at many of these conferences; 2. I typically develop any journal paper through a couple of conference presentations to gain feedback and develop credibility for the work prior to journal submission; 3. Conferences are important for developing and maintaining research networks and collaboration.

2012

- I am convening and/or presenting on 3 x PDWs and 3 papers at the Academy of Management (AoM) – 2 shortlisted for Best Paper awards – have 3 papers at the European Group for Organization Studies (EGOS) – 1 of which won a best paper award – and have 1 paper at British Academy of Management.

2011

- I presented papers at: Academy of Management (AoM) – 2 papers, 1 symposium and 3 professional development workshops; European Group for Organizations Studies (EGOS) – 4 papers; Symposium on Process Organization Studies (PROS) 1 paper.

2010

- I had papers at: Academy of Management (AoM) – 3 papers and 2 professional development workshops; European Group for Organizations Studies (EGOS) – 2 papers; Strategic Management Society, 2 papers.

2009

- I presented papers at: Academy of Management (AoM) – presented on 1 papers, 2 symposia and 2 professional development workshops; European Group for Organizations Studies (EGOS) – presented on 1 paper; British Academy of Management (BAM), presented on 1 paper.

2008

- I presented papers at: Academy of Management (AoM) – presented on 2 papers, 1 symposium and 3 professional development workshops; European Group for Organizations Studies (EGOS) – presented on 2 papers; Journal of Management Studies Workshop, coauthor on 2 papers.

2007

- I had papers at: Academy of Management (AoM) – presented at 2 papers, 1 symposium and 2 professional development workshops; European Group for Organizations Studies (EGOS) – co-authored 2 papers; Convened the Organization Studies Summer Workshop, where I also presented 1 paper.

2006

- I presented at: AoM on 2 papers, 1 symposium and 1 professional development workshop; EGOS, where I convened a sub-theme and presented on 3 papers; British Academy of Management (BAM), where I convened a track and presented on 3 papers and 1 symposium; and Strategic Management Society (SMS), where I presented on 2 papers.

2005

- I presented at: EGOS, where I convened a track and presented on 2 papers; BAM, where I convened a track and presented on 2 papers and 1 symposium; SMS, where I presented on 2 papers; and the Organization Studies Summer Workshop on 2 papers.

2004

- I presented at: AoM, where I co-convened a symposium and presented 1 paper, which was accepted into the Best Paper Proceedings; SMS, where I presented 2 papers; EGOS where I presented 1 paper.

2003

- I presented 1 paper at AoM and 1 paper at EGOS

2002

- I presented 1 paper at SMS, which was short listed for a Best Paper Prize; 1 paper at EGOS and 1 paper at European Academy of Management (EURAM).

2001

- I presented 1 paper at the SMS Strategy Process Conference and 1 paper at EGOS.

2000

- I presented on 1 symposium at the Society for Research in Higher Education (SRHE) conference, 1 paper at SMS and 1 paper at the ESRC Critical Management Seminar Series.

1999

- I presented 1 paper at the European Association for Institutional Research (EAIR) and 1 paper at EGOS.

1998

I presented 1 paper at EGOS.

TEACHING

Accreditation: Institute of Learning and Teaching in Higher Education, UK: Membership and teaching accreditation

Recognition of Teaching Excellence

- 2004: Excellence in Teaching Award from Aston University.

- 1996: Excellence in Teaching Award from the University of Sydney.

Pedagogical Publications

- Jarzabkowski, P. and M. Giulietti. 2007. "Is strategic management education relevant in practice? Some evidence from an alumni survey" In-House Best Practice Teaching Guide, *Aston University***.**

- Jarzabkowski, P. (2003) 'Encouraging Non-Assessed Participation in Case Presentations.' In-House Best Practice Teaching Guide, *Aston University*.

- Jarzabkowski, P. and Z. Bone (1998). "A How-To Guide and Checklist for Peer Appraisal of Teaching." *Innovations in Education and Training International,* 35:177-181.

- Jarzabkowski, P. (1997). "Reflections on the Role of Reflecting." Invited paper, *Synergy*, 4:3-6.

Undergraduate Modules taught (Aston)

- Strategic Management, Final year UG

- Policy Analysis and Decision-Making, Final year UG (double module)

Postgraduate Modules taught (Aston)

- Strategic Management, M900B MSc core module

- Strategic Management, BSM999, MBA core module

- Doing Strategy: Strategy as Practice, M913, MBA and MSc elective

- MSc/MBA project supervision

Executive Programmes taught (Aston)

- Executive Programmes. As well as delivering tailored MBA modules, I have developed the following bespoke courses for various ABS corporate clients:

    - Strategic Change
    - Managing Strategically
    - Understanding and Implementing Strategy
    - Strategy as practice: Strategizing in the knowledge economy

Recently Designed Courses

- Qualitative Methods for Evaluating Business Problems, BSM639, MSc core module

- Doing Strategy: Strategy as Practice, M913, MBA and MSc elective

Guest Lecturer

- 2002-2005: Institute of Higher Education, University of London, 'Strategy Theory and the Firm', MBA in HE Mgt

- 1999-2006: Warwick Business School. 'Strategy and practice': Various topics on strategizing in the knowledge economy, Range of Modular, Executive and Full-time MBA programmes

- 2005: Department of Management, Reading University, 'Strategy as Practice'.

- Details of courses and teaching in previous roles can also be provided if required

ADMINISTRATIVE SERVICE

- 2009-2012: Director of Aston Centre for Critical Infrastructure and Services (ACCIS), Aston University

- 2008-2009: Director of Strategy, Practices and Organization (SPO) Research Programme. Aston Business School.

- 2005: Research Methods Course Director, Aston Business School: Director of research methods course for PhD, DBA and MSc by research students.

- 2003/04: Quality and Standards Working Group: University-wide review of teaching evaluation, Aston University

- 2002/03: Research Degrees Sub-Committee, Aston Business School

- 2001-2004: Research Seminars coordinator, Economics and Strategy Group, Aston Business School

- 2002: Appeals Committee member, Aston University

- 2001-2003: Council member, Aston University

- Details of administrative service in previous institutions can be provided if required