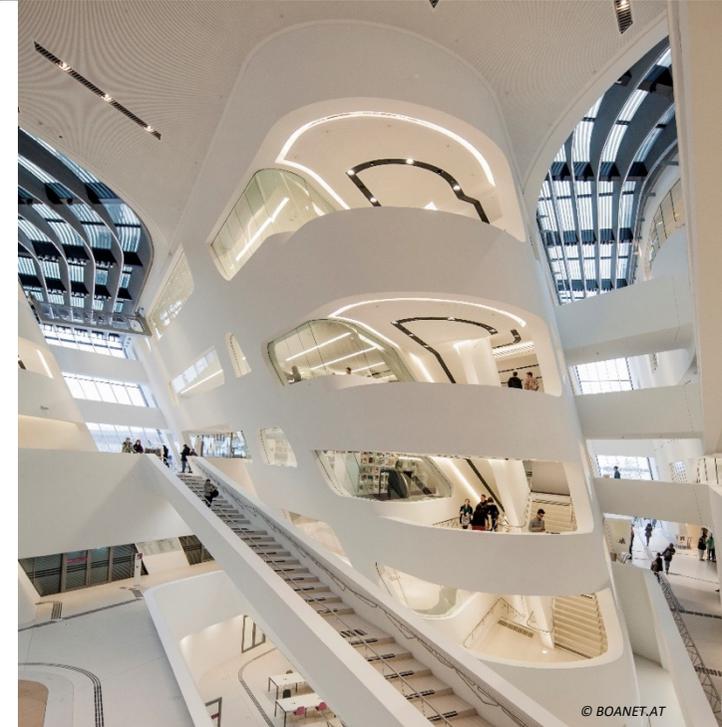


# Organizing: The beauty of imperfection

38<sup>th</sup> EGOS Colloquium  
July 7-9, 2022, Vienna

## General Theme

The 38<sup>th</sup> EGOS Colloquium's theme engages with the dynamic and complex nature of organizing by questioning idealized images of 'perfection' as being rooted in order, efficiency, symmetry, and predictability. Rarely, if ever, do our theories and methods, or the contexts and organizations we study, conform to such idealized images. Yet, imperfections need not implicate deficiency, weakness, or failure – but, instead, may implicate opportunity, unrealized potential, and even the exceptional. The EGOS Colloquium hosted and organized by WU (Vienna University of Economics and Business) in 2022 takes this as a starting point to foster dialogue and debate around imperfections in organizations and organizing.



[www.egos.org](http://www.egos.org)  
[egos2022@wu.ac.at](mailto:egos2022@wu.ac.at)

© BOANET.AT

© BOANET.AT

## General Theme

Pressing global challenges and the rapidly changing societal and technological landscape have necessitated not only experimentation with novel forms and business models, but also collaborations that span geographic, political, disciplinary, and organizational borders. While such activities stimulate learning and innovation, they also require a tolerance for the unconventional, unpredictable, and possibly deviant. Some societal sectors, organizations, and individuals thrive on imperfections, while others struggle with them or purposefully seek to correct them.

Still others aspire to achieve some idealized image of perfection – which can be both a motivating force and a futile pursuit.

- What does it mean to be 'perfect' or 'imperfect'?
- How do power and politics play into such definitions, and what are the implications for society, organizations, and individuals?
- What is the boundary that distinguishes imperfections as 'beautiful' or 'ugly', and how are such boundaries drawn? How do management and organizational theories and our research methods account for, and provide space for, imperfection?
- What can we learn from imperfections and how can we use them to enrich ongoing discussions about organizational and societal (grand) challenges?

Vienna, as the hosting city for the EGOS Colloquium in 2022, epitomizes the beauty of imperfection. Austrian culture is well known for appreciating the imperfections that characterize daily life, and for making the impossible possible through compromise.

Imperfections are visible throughout the fabric of the city – be it buildings beaten by weather and worn by experience, the conspicuously missing number 5 line in the metro system, and the never fully realized second spire of St. Stephen's Cathedral.

The WU Vienna campus is a patchwork of diverse architectural styles, with each of the buildings designed by different architects from Hamburg, London, Sendai, Barcelona, Madrid and Vienna. This daring juxtaposition of colors, designs, and spaces comes together in an unusual harmony of aesthetic tension – giving life to an environment of active interchange and learning.

Exploring the beauty of imperfection provides opportunities to bring together an array of theoretical perspectives, methodological approaches, levels of analysis, and diverse contexts. We aim to challenge traditional understandings of what it means to be perfect or imperfect; spark reflexivity in the ways we organize and how we engage with pressing societal and world-societal issues; and embolden experimentation and expand the frontiers of theory development and organizational research. Our interest is to encourage lively discussions that blend different disciplines, perspectives, and methodologies – sparking new debates and collaborations around organizing in a time of political turmoil and significant global challenges.

We look forward to exploring the beauty of imperfection with scholars from around the world at the 38<sup>th</sup> EGOS Colloquium in Vienna in 2022!



## Sub-themes

Deadline for submissions: January 11, 2022

- 1** [SWG] Organization and Time: Time as X and X as Time  
Blagoy Blagoev, Melissa A. Mazmanian, Mar Pérezts
- 2** [SWG] Rethinking the Impact and Performance Implications of CSR  
Christopher Wickert, José A. Puppim de Oliveira, Garima Sharma
- 3** [SWG] Chords and Discords in Civil Society  
Liv Egholm, Michael Meyer, Gemma Donnelly-Cox
- 4** [SWG] Movements, Markets, and Morality: Common Ground and Unchartered Territories  
Simone Schiller-Merkens, Philip Balsiger, Sebastian Koos
- 5** [SWG] Valuation and Social Evaluations: Giving Value to Evaluations  
Ana M. Aranda, Julien Jourdan, Thomas Roulet
- 6** [SWG] Performing Creativity, Innovation, and Change: Communicating to Reconfigure the Organization  
Nicolas Bencherki, Sophie Del Fa, Alex Wright
- 7** [SWG] Relational Pluralism in Organizational Networks  
Francesca Pallotti, Leon A. G. Oerlemans, Marco Tortoriello
- 9** [SWG] Balance in an Unbalanced World: Understanding Competing Demands through Paradox Theory  
Jonathan Schad, Camille Pradies, Vontrese D. Pamphile
- 11** [SWG] Digital Capitalism: Grappling with Silicon Valley  
Armin Beverungen, Paula Bialski, Timon Beyes
- 12** [SWG] Institutions, Innovation, and Impact: Dynamics of Exclusion and Organizational Responses  
Ebony N. Bridwell-Mitchell, Farah Kodeih, Thomas B. Lawrence
- 14** [SWG] The Role of Emotions and Embodiment in Extreme Contexts: Organizing in and for Extreme Contexts  
Anja Danner-Schröder, Markus Hällgren, April Wright
- 15** [SWG] System-level Barriers to an Effective Response to Climate Change  
Zlatko Bodrožić, Ana María Peredo, Christopher Wright
- 16** Beyond Covid-19: The Future of HRM Strategy and Practices in Healthcare Management  
Aizhan Tursunbayeva, Tanya Bondarouk, Graeme Martin
- 17** Careers: Failure and Success in Changed Times  
Thomas M. Schneidhofer, Monika Hamori, Xiao Chen
- 18** Creative Trajectories in Cultural Fields  
Gino Cattani, Dirk Deichmann, Simone Ferriani
- 19** Creativity and Imperfection: Unveiling the Potential of Experimentation and Mistakes  
Pier Vittorio Mannucci, Barbara Imperatori, Christina E. Shalley
- 20** Dealing with Organizational Anomalies in Challenging Times  
Anouck Adrot, Stan Karanasios, Kees Boersma
- 21** Decolonizing Perspectives and Decolonial Pluriversality in Management Praxis & Research  
Michelle Mielly, Hélio Arthur Irigaray, Gazi Islam
- 22** Depth, Verticality, and Visibility in Organizing: Integrating Space and Time  
Pierre Guillet De Monthoux, François-Xavier de Vaujany, Varda Wasserman
- 23** Digital Technology, Societal Change, and Shifts in Institutional Logics  
Isam Faik, Eivor Oborn, Patricia H. Thornton
- 24** Digitalizing Strategy and Societal Challenges  
Thomas Gegenhuber, Julia Hautz, Krsto Pandza
- 25** Doing Sociology in Organization Studies  
Michael Grothe-Hammer, Kathia Serrano Velarde, Mikaela Sundberg
- 26** Embracing and Nurturing Imperfections for Resilient Individuals, Organizations, and Societies  
Maria Laura Frigotto, Mitchell Young, Rómulo Pinheiro
- 27** Exploring Imperfections of Boards' Work: Conflicts, Failures, and Faultlines  
Svetlana N. Khapova, Xavier Castañer, Marilieke Engbers

- 28** Exploring the Drivers and Outcomes of Imperfections in Innovation  
Barak S. Aharsonson, Mark Ebers, Suleika Bort
- 29** Global Challenges: An Interdisciplinary View on the Role of MNEs  
Mike Geppert, Christoph Dörrenbacher, Ödül Bozkurt
- 30** Global Forms of Work, Global Mobility, and Multinational Enterprises  
Charmi Patel, Emmanuella Plakoyiannaki, Pawan Budhwar
- 31** Imperfect Knowledge: Re-examining the Role of Experts and Expertise  
Cara Reed, Alexandra Bristow, Thomas Lopdrup-Hjorth
- 32** In or Out? Evaluators, Gatekeepers, and Gatekeeping Dynamics in Markets  
Erica Coslor, Frédéric Godart, Yuval Millo
- 33** In the Eye of the Beholder: The Beauty and Necessity of Market Imperfections  
Philip Roscoe, Susi Geiger, José Ossandón
- 34** Inequality, Institutions, and Organizations  
John M. Amis, Johanna Mair, Kamal A. Munir
- 35** Institutional Microdynamics: The Roles of Emotions, Values, and Evaluation  
Gry Espedal, Jose Bento da Silva, W.E. Douglas Creed
- 36** Invisible Inequalities in and around Organizations: Sources, Manifestations, and Consequences  
Vivek Soundararajan, Hari Bapuji, Nancy Harding
- 37** Leadership Imperatives, Imperfections, and Impossibilities in Addressing Climate Crises  
Brigid Carroll, Jonathan Gosling, Owain Smolović Jones
- 38** Leading and Organizing Transitions to Public-Sector Co-creation: The (Im)Perfect Strategy?  
Jacob Torfing, Nicolette van Gestel, Sam van Elk
- 39** Learning from Imperfect Projects  
Alfons van Marrewijk, Iben Sandal Stjerne, Jörg Sydow
- 40** Managerial Behaviour in Transforming and Developing Societies  
Zlatko Nedelko, Zoltan Buzady, Anna Soulsby
- 41** Mapping the Configurational Diversity of Organizing Forms and Paths  
Bart Cambré, Joanna T. Campbell, Peer C. Fiss
- 42** Markets for Sustainability: Evolving Challenges, Imperfections, and Trade-offs  
Birthe Soppe, Panikos Georgallis, Shon Hiatt
- 43** Mission-driven Organizing: Embedding Social Purpose through People  
Janina Klein, Ashley Metz, Amit Nigam
- 44** New Approaches to Organizing Collaborative Knowledge Creation  
Georg von Krogh, Samer Faraj, Christine Moser
- 45** New Studies of Business Elites: Imperfection Writ Large?  
Maja Korica, Brooke Harrington, Stewart Clegg
- 46** Opportunities for Path Creation: Practices and Processes of Interorganizational Collaboration  
Kristina Lauche, Hans Berends, Paul R. Carlile
- 47** “Orgachines?!” Organizational Decision-making and Machine Algorithms  
Ann-Christine Schulz, Martin Gersch, Wolfgang H. Güttel
- 48** Organization Studies and Medical Humanities  
Andrea Bernardi, Barbara Quacquarelli, Federica Angeli
- 49** Organizational Democracy and Society  
Irma Rybnikova, Juliette Summers, Thomas Steger
- 50** Organizational Research on and from the Global South: Overcoming the ‘Perfect/Imperfect’ Dichotomy  
Fahreen Alamgir, Rafael Alcadipani, Mehdi Boussebaa
- 51** Organizing for Interdisciplinarity to Tackle Grand Challenges  
Joel Bothello, Gabriela Gutierrez-Huerter O, Stefanie Habersang
- 52** Perfectly Imperfect Organizing: The Beauty of Incomplete Calculative Practices  
Elena Giovannoni, Jan Mouritsen, Paolo Quattrone
- 53** Perfectly Imperfect: Embodied Theories and Methods for Self and System Transformation  
Oana Branzei, Anica Zeyen, Silvia Dorado
- 54** Reinvigorating Institutional Approaches to Power and Politics: Populism, Post-truth, and the Social Destruction of Reality  
Santi Furnari, Bryant A. Hudson, Juliane Reinecke
- 55** Re-organizing Imperfections at Work: Negotiating Power and Control in Employment Relations  
Andreas Pekarek, Markus Helfen, Patrizia Zanoni
- 56** Routine Dynamics, Agility, and Innovation  
Brian T. Pentland, Christian A. Mahringer, Birgit Renzl

- 57** Smart and Livable Cities: SDGs in Urban Governance and Organization  
Karl-Heinz Pagner, Gianluca Miscione, Marie-Christine Therrien
- 58** Social and Organizational Memory Studies: Closing the Gap  
Diego M. Coraiola, François Bastien, Mairi Maclean
- 59** Studying Organizational Corruption and Wrongdoing: Opportunities and Unrealized Potential  
Stefan Schembera, Kathleen Rehbein, Armando Castro
- 60** The Impact of Organizational Practices on Workplace Inequality and Diversity  
Emilio J. Castilla, Isabel Fernandez-Mateo

- 61** The Imperfection of Perfect Organizational Narratives  
Adriana Wilner, Hamid Foroughi, Tania Pereira Christopoulos
- 62** The Organization of Society: Meta-, Macro-, and Partial Organization  
Nils Brunsson, Héloïse Berkowitz, Sanne Bor
- 63** The Organizing of Academia  
Lars Engwall, Georg Krücken, Christine Musselin
- 64** Valuation and Critique in the “Good Economy”  
Kristin Asdal, Liliana Doganova, Jean-Pascal Gond

- 65** Visual Studies and Seeing the Unnoticed in Organizations  
Tim Butcher, Juliette Koning, Maria Laura Toraldo
- 66** Vulnerability and Embodied Experience in Organizations  
Suvi Satama, Brigitte Biehl, Jenny Helin
- 67** Whatever Happened to Organizational Anthropology? Past & Prospects  
Michiel Verver, Leonore van den Ende, Heidi Dahles
- 68** Workplace Deviance and Cyber Deviance  
Kanimozhi Narayanan, Marco Clemente, Elina Meliou

---

## The 38<sup>th</sup> EGOS Colloquium is hosted by WU (Vienna University of Economics and Business)

### Submissions and Applications

Deadline: January 11, 2022

- Submission of Short Papers (via [egos.org](http://egos.org))
- Applications (via [egos.org](http://egos.org)) for the PhD Pre-Colloquium Workshop and the Post-Doctoral & Early Career Scholars Pre-Colloquium Workshop

### More Information and Contact

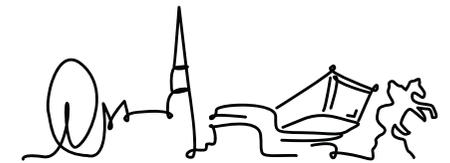
[egos.org/2022\\_Vienna/General-Theme](http://egos.org/2022_Vienna/General-Theme)  
[egos2022@wu.ac.at](mailto:egos2022@wu.ac.at)

### Organizing Committee

Mia Raynard  
Dennis Jancsary

### Scientific Committee

Regine Bendl  
Giuseppe Delmestri  
Bettina Fuhrmann  
Markus Höllner  
Wolfgang Mayrhofer  
Michael Meyer  
Renate Meyer  
Michael Müller-Camen  
Jurgen Willems



Organizing: The beauty of  
**imperfection**

**38<sup>th</sup> EGOS Colloquium**

July 7-9, 2022, Vienna

