

Guidelines and Criteria for the Submission of Short Papers at EGOS Colloquia

Short papers should focus on the main ideas of the later full paper, i.e. they should explain the purpose of the paper, theoretical background, the research gap that is addressed, the approach taken, the methods of analysis (in empirical papers), main findings and contributions. In addition, it is useful to indicate clearly how the paper links with the sub-theme and the overall theme of the Colloquium, although not all papers need to focus on the overall theme. Creativity, innovativeness, theoretical grounding and critical thinking are typical characteristics of EGOS papers.

Your short paper should comprise **around 3,000 words** (inc. references, appendices, and other material).

Submission deadline for short papers for the (main) 42nd EGOS online Colloquium hosted by the University of Bergamo, July 9–11, 2026:

- Tuesday, January 7, 2026, **12:00 CET**

The deadline is unchangeable and therefore **extensions can not be granted!**

Formatting your short paper

Your short paper should comprise **around 3,000 words**, according to the following format:

- Font: 12 pt, Arial or Times New Roman
- Margin left/right: 2.5 cm
- Line spacing: 1.5
- Use APA style for your citations

Do not use capital letters in your paper's title, unless they are proper nouns (e.g. "London", "Thomas"), quoted titles, or if it is the first word after a colon or hyphen. For example: *Mark Twain's "The Adventures of Huckleberry Finn": Summary, analyses, and quotations*. Do not write your title in ALL CAPS.

Please **state your name** (and that of your co-author/s, if applicable) + affiliation + email at the top of your short paper (because no [single/double blind] peer review).

Short papers should be submitted as a **pdf or docx file**. Please do not upload txt files!



Steps prior to uploading your short paper

- To upload a short paper, you must be a **registered user** on the EGOS website.
If you have never been an EGOS member, never uploaded a short paper for one of the previous EGOS Colloquia, or never attended an EGOS Colloquium before, you need to **register on the EGOS website**. Click [here](#) and follow the instructions. Once you have an EGOS member number and password, please **log in to the member area “MyEGOS”** and follow the instructions for uploading your short paper listed below.
- If you are an active (or former) EGOS member, **log in to “MyEGOS”** using your email [or your EGOS member number] and your password.

Uploading your short paper

You can **only upload one short paper** with your EGOS member number! If your short paper is co-authored and you have already submitted a (single-authored) short paper to another sub-theme, then your co-author (one of your co-authors, respectively) has to upload this co-authored short paper by using their EGOS member number. Please note: You may only appear as **co-author in a maximum of TWO further short papers!**

- In the MyEGOS section of the website, click on **Submit your short paper**.
- Fill in the form.

Do not use ALL CAPS for your paper title.

As the uploader, you are the main author. Add all co-authors (can also be added when submitting your full paper).

Upload your paper as pdf or docx.

- If you want to re-upload your short paper because you submitted it to the wrong sub-theme or have an updated version, you can do so until the deadline:

In MyEGOS, you will see Status: Edit your short paper

Click delete your short paper application.

Submit your short paper again.

If you have any further questions, please contact the [EGOS Executive Secretariat](#).



Sub-theme 34: Is Another Way of Managing Possible? Exploring the Potential and Challenges of Self-Managed Organizing



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Convenors:

Rosalía Cascón-Pereira

University Rovira i Virgili, Spain
rosalia.cascon@urv.cat

Federica Angeli

University of York, United Kingdom
federica.angeli@york.ac.uk

Claudia De los Angeles Díaz Leyva

University Rovira i Virgili, Spain
claudiadelosangeles.diaz@urv.cat

Call for Papers

In a world shaped by technological, ecological, and social grand challenges, organizations face the hurdle of balancing power with an unprecedented ethical responsibility. Within this landscape, self-managed organizations and self-managed organizing (SMOs) emerge as an alternative that do not only casts doubts on traditional hierarchical structures but also reshapes relationships between humans, technology, and the environment, promoting more human-centered and sustainable organizations and ways of organizing. By decentralizing decision-making, SMOs empower individuals and teams to act with autonomy and accountability, challenging conventional notions of authority and control (Lee & Edmondson, 2017). Rather than formal hierarchies, these models operate like living, complex adaptive systems (Bernstein et al., 2016), attuned to shifting environments and capable of integrating diverse agents – from emerging technologies to natural ecosystems (Montefusco & Angeli, 2021; Tsoukas, 2017). Importantly, self-managed organizational models are not limited to singular organizations but extend to the inter-organizational space, for example through spontaneous, temporally bounded inter-agency collaborations (DeFillippi & Sydow, 2016) or



more stable participant-shared networks (Provan & Kenis, 2008; Raeymaeckers & Kenis, 2016). Missimer et al. (2017) already forecasted self-organization as one of the basic principles of sustainability, since this capacity is key when confronted with a sudden change in the environment and to prevent deterioration. Despite their potential, research on SMOs remains nascent, leaving much to be understood about their unique dynamics and limitations (Ketkar & Workiewicz, 2022).

Adopting a self-managed model represents a radical transformation not only in organizational structures but also in their underlying culture and inter-organizational space. It introduces significant challenges, requiring people working in these organizational contexts to develop certain literacies (self-awareness, decision-making, teamwork, flexibility, etc.) to work effectively and to relate in different ways. Hence, they have profound implications for the human experience of work (Schell & Bischof, 2022). On one hand, SMOs aim to create environments where employees feel more valued and engaged (Laloux, 2014). On the other hand, they reveal paradoxes that demand deeper investigation (Mazzelli, 2023). For instance, while SMOs promise more inclusive spaces where every voice is heard, they also face tensions between their ideals of equality and autonomy and the practical realities of managing limited resources and achieving organizational goals (Martela, 2019). In the absence of formal hierarchies, employees may encounter uncertainty about their roles and responsibilities, potentially leading to internal conflicts or burnout (Lee, 2019).

Similarly, larger network structures typically face tensions between seeking the unity of ideas and intent while preserving the diversity of voices, or between the stability and dependability of inter-organizational relationships which may come to the detriment of network flexibility (Saz-Carranza et al., 2016; Saz-Carranza & Ospina, 2011). Moreover, decentralizing authority can give rise to informal power dynamics that are harder to identify and regulate, posing additional challenges to their ideals of fairness and transparency. In network structures, this manifests with potentially conflicting goals at organizational, partnership and network level which can be difficult to reconcile and may undermine consensus and the legitimacy of collective actions.

Building on this foundation, self-managed models present a unique opportunity to reimagine organizations through a people-centered lens. However, they also pose critical questions about identity, inclusion, ethics and sustainability that require careful and rigorous exploration. These challenges highlight the need for theories that address not only the internal dynamics of SMOs but also their interactions with broader contexts. This sub-theme, therefore, invites exploration of both the internal and external dynamics of SMOs, offering the following critical questions for reflection:



- How are ethical boundaries defined in self-managed organizational models (whether organizations or organizational networks) without a formal hierarchy?
- Where does responsibility lie in a radically decentralized system?
- How is trust developed and maintained in SMOs (whether organizations or organizational networks)?
- What literacies are needed to work effectively in these organizations and networks?
- What coordination mechanisms do radically decentralized organizational models use?
- Do self-managed models help reduce inequalities and increase perceived inclusion or do they implicitly reproduce societal biases and marginalization? What mechanisms ensure that collective decisions are truly inclusive and do not reflect invisible power dynamics?
- What new organizational identities and identity processes emerge in these contexts? How the multiple identities and identity levels (social, organizational, group, personal) are aligned? Are professional identities diluted in these contexts as hierarchies do, or on the contrary, made salient?
- How does autonomy affect employees' well-being? Do they feel more empowered and satisfied, or do they experience new anxieties due to the lack of clear structures? What impact do these dynamics have on their sense of purpose and engagement in their jobs and identification with their organizations?
- How do these organizations balance the demands of sustainability with immediate human needs, such as job security and well-being? Do they risk prioritizing collective goals over organizational and individual needs?
- What are the epistemological and methodological possibilities of researchers to integrate knowledge from different fields and disciplines (psychology, organization studies, business sustainability, etc.) to better understand new organizational and inter-organizational ways that can be sustained over time?
- How are self-managing principles sustained when organizations and organizational networks grow?
- How is diversity managed differently in SMOs?

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