

# References

- Adler, N. (2011). Leading beautifully: The creative economy and beyond. *Journal of Management Inquiry*, 20(3), 208–211.
- Adler, P., & Kwon, S.-W. (2002). Social capital: Prospects for a new concept. *Academy of Management Review*, 27(1), 17–40.
- Ahearne, M., Lam, S. K., & Kraus, F. (2014). Performance impact of middle managers' adaptive strategy implementation: The role of social capital. *Strategic Management Journal*, 35, 68–87.
- Angwin, D., Paroutis, S., & Mitson, S. (2009). Connecting up strategy: Are senior strategy directors a missing link? *California Management Review*, 51(3), 74–94.
- Ansoff, I. (1977). The state of practice in planning systems. *Sloan Management Review*, 18(2), 1–24.
- Balogun, J., & Johnson, G. (2004). Organizational restructuring and middle manager sensemaking. *Academy of Management Journal*, 47(4), 523–549.
- Balogun, J., & Johnson, G. (2005). From intended strategies to unintended outcomes: The impact of change recipient sensemaking. *Organization Studies*, 26(11), 1573–1601.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99–120.
- Barney, J. B., Wright, M., & Ketchen, D. J., Jr. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management*, 27, 625–641.
- Barrick, M. R., Thurgood, G. R., Smith, A. T., & Courtright, S. H. (2015). Collective organizational engagement: Linking motivational antecedents, strategic implementation, and firm performance. *Academy of Management Journal*, 58(1), 111–135.
- Bartkus, V. O., & Davis, J. H. (2009). Introduction: The yet undiscovered value of social capital. In V. O. Bartkus & J. H. Davis (Eds.), *Social capital. Reaching out, reaching in* (pp. 1–14). Cheltenham: Edward Elgar.

- Boje, D. M. (2001). *Narrative methods for organizational and communication research*. Thousand Oaks, CA: Sage.
- Boje, D. M. (2011). *Storytelling and the future of organizations*. London: Routledge Taylor & Francis Group.
- Borgatti, S. P., & Foster, P. C. (2003). The network paradigm in organizational research: A review and typology. *Journal of Management*, 29(6), 991–1013.
- Borgatti, S. P., Mehra, A., Brass, J. D., & Labianca, G. (2009). Network analysis in the social sciences. *Science*, 323(5916), 892–895.
- Brass, D. (1981). Structural relationships, job characteristics, and worker satisfaction and performance. *Administrative Science Quarterly*, 26(3), 331–348.
- Brass, D. (1985). Men's and women's networks: A study of interaction patterns and influence in organizations. *Academy of Management Journal*, 28, 327–343.
- Brass, D., & Burkhardt, M. (1993). Potential power and power use: An investigation of structure and behavior. *Academy of Management Journal*, 36(3), 441–470.
- Brass, D., Galaskiewicz, J., Greve, H., & Tsai, W. (2004). Taking stock of networks and organizations: A multilevel perspective. *Academy of Management Journal*, 47, 795–817.
- Burt, R. S. (1983). Cohesion versus structural equivalence as a basis for network subgroups. In R. S. Burt & M. J. Minor (Eds.), *Applied network analysis. A methodological introduction*. London: Sage.
- Burt, R. S. (1987). Social contagion and innovation: Cohesion versus structural equivalence. *American Journal of Sociology*, 92(6), 1287–1335.
- Burt, R. S. (1992). *Structural holes. The social structure of competition*. Cambridge, MA: Harvard University Press.
- Burt, R. S. (2009). Network duality of social capital. In V. Bartkus & J. Davis (Eds.), *Social capital: Reaching out, reaching in* (pp. 39–65). Cheltenham: Edward Elgar.
- Cameron, K. (2006). Good or not bad: Standards and ethics in managing change. *Academy of Management Learning and Education*, 5(3), 317–323.
- Casciaro, T., & Lobo, M. S. (2015). Affective primacy in intraorganizational task networks. *Organizational Science*, 26(2), 373–389.
- Chua, R., Ingram, P., & Morris, M. W. (2008). From the head and the heart: Locating cognition and affect-based trust in managers' professional networks. *Academy of Management Journal*, 51(3), 436–452.
- Connelly, B. L., Miller, T., & Devers, C. E. (2012). Under a cloud of suspicion: Trust, distrust, and their interactive effect in interorganizational contracting. *Strategic Management Journal*, 33(7), 820–833.

- Cooperrider, D. (1990). Positive image, positive action: The affirmative basis of organizing. In S. Suresh & D. Cooperrider (Eds.), *Appreciative management and leadership*. San Francisco, CA: Jossey-Bass.
- Cooperrider, D. L., & Srivastva, S. (1987). Appreciative inquiry in organizational life. In W. A. Pasmore & R. W. Woodman (Eds.), *Research in organizational change and development* (Vol. 1, pp 129–169). Greenwich, CT: JAI Press.
- Crossan, M. M., & Bedrow, I. (2003). Organizational learning and strategic renewal. *Strategic Management Journal*, 24, 1087–1105.
- Das, T. K., & Teng, B.-S. (1998). Between trust and control: developing confidence in partner cooperation alliances. *Academy of Management Review*, 23, 491–512.
- Doz, Y., & Kosonen, M. (2008). *Fast strategy. How strategic agility will help you stay ahead of the game*. New York, NY: Wharton School Publishing.
- Ellwardt, L., Wittek, R., & Wielers (2012). Talking about the boss. Effects of generalized and interpersonal trust on workplace gossip. *Group Organization Management*, 37(4), 521–549.
- Erickson, B. (1988). The relational basis of attitudes. In B. Wellman & S. D. Berkowitz (Eds.), *Social structures: A network approach*. Cambridge, MA: Cambridge University Press.
- Eriksson, P., & Lehtimäki, H. (2001). Strategy rhetoric in city management. How do the presumptions of classic strategic management live on? *Scandinavian Journal of Management*, 17(4), 201–223.
- Fairhurst, G. T., & Cooren, F. (2009). Leadership as the hybrid production of presence(s). *Leadership*, 5, 469–490.
- Felin, T., & Hesterl, W. S. (2007). The knowledge-based view, nested heterogeneity, and new value creation: Philosophical considerations on the locus of knowledge. *Academy of Management Review*, 32(1), 195–218.
- Finegold, M. A., Holland, B. M., & Lingham, T. (2002). Appreciative inquiry and public dialogue: An approach to community change. *Public Organization Review*, 2(3), 235–252.
- Floyd, S., & Wooldridge, B. (1999). Knowledge creation and social networks in corporate entrepreneurship: The renewal of organizational capability. *Entrepreneurship Theory and Practice*, 22(6), 123–143.
- Foreman, J., & Thatchenkery, T. (2003). Representation of organizational change in Ron Howard's Gung Ho: The role of speech acts and conversation. In S. Linstead (Ed.), *Text/work: Representing organization and organizing representation*. Studies in Management, Organizations and Society (pp. 88–108). London: Routledge.
- Foss, N., Laursen, K., & Pedersen, T. (2011). Linking customer interaction and innovation: The mediating role of new organizational practices. *Organization Science*, 22(4), 980–999.

- Freeman, L. (1978/1979). Centrality in social networks: Conceptual clarification. *Social Networks*, 1, 215–239.
- Gergen, K. (2009). *Relational being. Beyond self and community*. Oxford: Oxford University Press.
- Gergen, K., & Thatchenkery, T. (2004). Organization science as social construction: Postmodern potentials. *Journal of Applied Behavioral Science*, 40(2), 228–249.
- Govier, T. (1994). Is it a jungle out there? Trust, distrust, and the construction of social reality. *Dialogue*, 33, 237–252.
- Granovetter, M. (1973). The strength of weak ties. *American Journal of Sociology*, 78, 1360–1380.
- Granovetter, M. (1985). Economic action and social structure: The problem of embeddedness. *American Journal of Sociology*, 91, 481–510.
- Greimas, A. (1966/1983). *Structural semantics: An attempt at a method* (D. McDowell, R. Schleifer, and A. Velie, Trans.). Lincoln, NE: University of Nebraska Press.
- Grosser, T., Lopez-Kidwell, V., & Labianca, G. (2010). A social network analysis of positive and negative gossip in organizational life. *Group & Organization Management*, 20(10), 1–36.
- Hansen, M. T. (1999). The search-transfer problem: The role of weak ties in sharing knowledge across organization subunits. *Administrative Science Quarterly*, 44, 82–111.
- Hargadon, A. B. (1998). Firms as knowledge brokers: Lessons in pursuing continuous innovation. *California Management Review*, 40(3), 209–227.
- Hollenbeck, J. R., & Jamieson, B. B. (2015). Human capital, social capital, and social network analysis: Implications for strategic human resource management. *Academy of Management Perspectives*, 29(3), 370–385.
- Hosking, D.-M. (2011). Moving relationality: Meditations on a relational approach to leadership. *Organization Studies*, 32(47), 46–65.
- Huy, Q. (2011). How middle managers' group-focus emotions and social identities influence strategy implementation. *Strategic Management Journal*, 32, 1387–1410.
- Huy, Q. (2012). Emotions in strategic organization: Opportunities for impactful research. *Strategic Organization*, 10(3), 240–247.
- Ibarra, H. (1992). Homophily and differential returns: Sex differences in network structure and access in an advertising firm. *Administrative Science Quarterly*, 37, 422–477.
- Ibarra, H. (1993). Network centrality, power, and innovation involvement: Determinants of technical and administrative roles. *Academy of Management Journal*, 36(3), 471–501.

- Ibarra, H., Kilduff, M., & Tsai, W. (2005). Zooming in and out: Connecting individuals and collectivities at the frontiers of organizational network research. *Organization Science*, 16(4), 359–371.
- Jarzabkowski, P. (2003). Strategic practices: An activity theory perspective on continuity and change. *Journal of Management Studies*, 40(1), 23–55.
- Jarzabkowski, P. (2008). Shaping strategy as a structuration process. *Academy of Management Journal*, 51(4), 621–650.
- Jarzabkowski, P., & Spee, P. (2009). Strategy as practice: A review and future directions for the field. *International Journal of Management Reviews*, 11(1), 69–95.
- Johnson, G., & Leavitt, W. (2001). Building on success: Transforming organizations through an appreciative inquiry. *Public Personnel Management*, 30(1), 129–136.
- Kasper, H., Lehrer, M., Mühlbacher, J., & Müller, B. (2010). Thinning knowledge: An interpretative field study of knowledge-sharing practices in three multinational contexts. *Journal of Management Inquiry*, 19(4), 367–381.
- Kilduff, M., & Tsai, W. (2003). *Social networks and organizations*. London: Sage.
- Kleinbaum, A. M., Jordan, A. H., & Audia, P. G. (2015). An altercentric perspective on the origins of brokerage in social networks: How perceived empathy moderates the self-monitoring effect. *Organization Science*, 26(4), 1226–1242.
- Krackhardt, D. (1990). Assessing the political landscape: Structure, cognition, and power in organizations. *Administrative Science Quarterly*, 35(2), 342–369.
- Krackhardt, D. (1992). The strength of strong ties: The importance of Philos in organizations. In N. Nohria & R. G. Eccles (Eds.), *Networks and organizations* (pp. 216–239). Boston, MA: Harvard Business School Press.
- Krackhardt, D., & Hanson, J. R. (1993). Informal networks: The company behind the chart. *Harvard Business Review*, 71(4), 104–111.
- Kujala, J., Lehtimäki, H., & Pucetaite, R. (2015). Trust and distrust constructing unity and fragmentation of organisational culture. *Journal of Business Ethics*. doi: 10.1007/s10551-015-2915-7. [Online first].
- Kwon, S.-W., & Adler, P. (2014). Social capital: Maturation of a field of research. *Academy of Management Review*, 39(4), 412–422.
- Labianca, G., & Brass, D. J. (2005). Exploring the social ledger: negative relationships and negative asymmetry in social networks in organizations. *Academy of Management Review*, 31(3), 596–614.

- Lechner, C., & Floyd, S. (2012). Group influence activities and the performance of strategic initiatives. *Strategic Management Journal*, 33(5), 478–495.
- Lechner, C., Frankenberger, K., & Floyd, S. (2010). Task contingencies in the curvilinear relationships between intergroup networks and initiative performance. *Academy of Management Journal*, 53(4), 865–889.
- Lehtimäki, H., & Karintaus, K. (2012). Social capital for strategic sensitivity in global business. *South Asian Journal of Business and Management Cases*, 1(2), 85–98.
- Lehtimäki, H., & Karintaus, K. (2013a). The social embeddedness of strategy implementation. *South Asian Journal of Business and Management Cases*, 2(2), 229–239.
- Lehtimäki, H., & Karintaus, K. (2013b). Building organizational advantage: Social capital in multinational enterprises. *Competitiveness Review: An International Business Journal*, 23(4–5), 314–330. Retrieved from [www.emeraldinsight.com/cr.htm](http://www.emeraldinsight.com/cr.htm)
- Lehtimäki, H., Kujala, J., & Thatchenkery, T. (2013). Appreciative intelligence® in leadership culture transformation: A case study. *International Journal of Human Resource Development and Management*, 13(4), 244–258.
- Lewicki, R. J., & Brinsfield, C. T. (2009). Trust, distrust and building social capital. In V. O. Bartkus & J. H. Davis (Eds.), *Social capital. Reaching out, reaching in* (pp. 275–303). Cheltenham: Edward Elgar.
- Lewicki, R. J., McAllister, D. J., & Bies, R. J. (1998). Trust and distrust: New relationships and realities. *Academy of Management Review*, 23(3), 439–458.
- Lin, N. (1999). Building a network theory of social capital. *Connections*, 22(1), 28–51.
- Lüscher, L. S., & Lewis, M. W. (2008). Organizational change and managerial sensemaking: Working through paradox. *Academy of Management Journal*, 51(2), 221–240.
- Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of Management*, 33(3), 321–349.
- Maitlis, S., Vogus, T. J., & Lawrence, T. B. (2013). Sensemaking and emotion in organizations. *Organizational Psychological Review*, 3(3), 222–247, doi: 10.1177/2041386613489062
- Mantere, S., & Vaara, E. (2008). On the problem of participation in strategy: A critical discursive perspective. *Organization Science*, 19(2), 341–358.
- Marin, A., & Wellman, B. (2010). Social network Analysis: An Introduction. In P. Carrington & J. Scott (Eds.), *Handbook of social network analysis*. London: Sage.

- Marsden, P. (1990). Data and measurement. *Annual Review of Sociology*, 16(1), 435–463.
- Mintzberg, H. (1989). *Mintzberg on management. Inside our strange world of organizations*. New York, NY: The Free Press.
- Mintzberg, H., & Waters, J. A. (1985). Of strategies, deliberate and emergent. *Strategic Management Journal*, 6(3), 257–272.
- Montonen, T., Eriksson, P., Asikainen, I., & Lehtimäki, H. (2014). Innovation empathy: A framework for customer-oriented lean innovation. *International Journal of Entrepreneurship and Innovation Management*, 18(5–6), 368–381.
- Nahapiet, J. (2009). Capitalizing on connections: Social capital and strategic management. In V. Bartkus & J. Davis (Eds.), *Social capital. Reaching out, reaching in* (pp. 205–236). Cheltenham: Edward Elgar.
- Nahapiet, J., & Ghoshal, S. (1998). Social capital, intellectual capital and the organizational advantage. *Academy of Management Review*, 23(2), 242–266.
- Nahapiet, J., Gratton, L., & Rocha, H. (2005). Knowledge and relationships: When cooperation is the norm. *European Management Review*, 2(1), 3–14.
- Oh, H., Chung, M.-H., & Labianca, G. (2004). Group social capital and group effectiveness: The role of Informal Socializing ties. *Academy of Management Journal*, 47(6), 860–875.
- Ostrom, E. (2009). What is social capital? In V. Bartkus & J. Davis (Eds.), *Social capital. Reaching out, reaching in* (pp. 17–38). Cheltenham: Edward Elgar.
- Paroutis, S., Heracleous, L., & Angwin, D. (2013). *Practicing strategy: Text and cases*. Los Angeles, CA: Sage.
- Pettigrew, A. (1992). The character and significance of strategy process research. *Strategic Management Journal*, 13, 5–16.
- Rainie, L., & Wellman, B. (2014). *Networked. The new social operating system*. Cambridge, MA: The MIT Press.
- Reagans, R., & Zuckerman, E. W. (2001). Networks, diversity, and productivity: The social capital of corporate R&D teams. *Organization Science*, 12(4), 502–517.
- Reagans, R., Zuckerman, E. W., & McEvily, B. (2004). How to make the team: Social networks vs. demography as criteria for designing effective teams. *Administrative Science Quarterly*, 49(1), 101–133.
- Rouleau, L. (2005). Micro-practices of strategic sensemaking and sense-giving: How middle managers interpret and sell change every day. *Journal of Management Studies*, 42(7), 1413–1441.
- Rouleau, L., & Balogun, J. (2011). Middle managers, strategic sensemaking and discursive competence. *Journal of Management Studies*, 48(5), 953–983.

- Scharmer, C. (2001). Self-transcending knowledge: Sensing and organizing around emerging opportunities. *Journal of Knowledge Management*, 5(2), 137–151.
- Scott, J. (1991). *Social network analysis*. London: Sage.
- Searle, T. P., & Barbuto, J. E. (2013). A multilevel framework: Expanding and bridging micro and macro levels of positive behavior with leadership. *Journal of Leadership & Organizational Studies*, 20(3), 274–286.
- Smedlund, A. (2008). The knowledge system of a firm: Social capital for explicit, tacit and potential knowledge. *Journal of Knowledge Management*, 12(1), 63–77.
- Smith, E. R., Seger, C. R., & Mackie, D. M. (2007). Can emotions be truly group level? Evidence regarding four conceptual criteria. *Journal of Personality and Social Psychology*, 93(3), 431–446.
- Szulanski, G. (1996). Exploring internal stickiness: Impediments to the transfer of best practices within the firm. *Strategic Management Journal*, 17, 27–43.
- Teece, D. (2007). Explicating dynamic capabilities: the nature and micro-foundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319–1350.
- Thatchenkery, T. (2005). *Appreciative sharing of knowledge: Leveraging knowledge management for strategic change*. Chagrin Falls, OH: Taos Institute Publishing.
- Thatchenkery, T. (2011). Appreciative intelligence for transformative conversations. In G. D. Sardana & T. Thatchenkery (Eds.), *Positive initiatives for organizational change and transformation* (pp. 63–77). New Delhi: Macmillan.
- Thatchenkery, T., & Metzker, C. (2006). *Appreciative intelligence. Seeing the mighty Oak in the Acorn*. San Francisco, CA: Berrett-Koehler.
- Thomas, N., & Vohra, N. (2015). Development of network measures for knowledge process: A relational framework. *Knowledge and Process Management*, 22(2), 126–139.
- Tsai, W. (2001). Knowledge transfer in intraorganizational networks: Effects of network position and absorptive capacity on business unit innovation and performance. *Academy of Management Journal*, 44(5), 996–1004.
- Tsai, W., & Ghoshal, S. (1998). Social capital and value creation: The role of intra-firm networks. *Academy of Management Journal*, 41(4), 464–476.
- Tsoukas, H., & Chia, R. (2002). On organizational becoming: Rethinking organizational change. *Organization Science*, 13(5), 567–582.
- Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership and organizing. *The Leadership Quarterly*, 17, 654–676.

- Un, C. A., & Cuervo-Cazurra, A. (2004). Strategies for knowledge creation in firms. *British Journal of Management*, 15, 27–41.
- Vaara, E., & Whittington, R. (2012). Strategy-as-practice: Taking social practices seriously. *The Academy of Management Annals*, 6(1), 285–336.
- van der Haar, D., & Hosking, D.-M. (2004). Evaluating appreciative inquiry: A relational constructionist perspective. *Human Relations*, 57(8), 1017–1036.
- Wang, Y., & Roberts, C. W. (2005). Actantial analysis: Greimas's structural approach to the analysis of self-narratives. *Narrative Inquiry*, 15(1), 51–74.
- Watkins, J. M., & Mohr, B. J. (2011). *Appreciative inquiry: Change at the speed of imagination* (2nd ed.). Hoboken, NJ: Wiley.
- Wellman, B. (1988). Structural analysis: From method to metaphor to theory and substance. In B. Wellman & S. D. Berkowitz (Eds.), *Social structures: A network approach* (pp. 19–61). Cambridge, MA: Cambridge University Press.
- Whittington, R. (1993). *What is strategy and does it matter?* London: Cengage Learning EMEA.
- Whittington, R. (2006). Completing the practice turn in strategy research. *Organization Studies*, 27(5), 613–634.