

## **NEW HORIZONS IN MANAGERIAL AND ORGANIZATIONAL COGNITION**

Series Editors: Robert J. Galavan, *National University of Ireland Maynooth* & Kristian J. Sund, *Roskilde University*

### **CALL FOR CHAPTER PROPOSALS**

Proposal Submission Deadline: **June 1<sup>st</sup>, 2022**

Expected publication mid- 2023

## **Cognitive Aids in Strategy**

**Guest Editor: Robin Gustafsson**

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This book will be the sixth volume in the *New Horizons in Managerial and Organizational Cognition* series. Previous volumes have examined topics such as strategic uncertainty, innovation, and methodological advances and challenges in MOC research. The 2023 volume will comprise an interdisciplinary collection of contributions that reflect on the theoretical grounding of the use of physical, conceptual, and digital cognitive aids for managerial cognition and strategic decision-making. We adopt the term cognitive aid in its broadest sense as any physical or conceptual artefact purposefully used as a sensory input to influence a cognitive state or process in the context of strategy. These could range from highly structured strategy simulations or games to visual tools used in strategy work such as conceptual models, drawings, pictures, frameworks, clay, and lego bricks, to the use of images, sound, smell, or physical presence, to guide and enrich the cognitions of managers engaging in strategy work and strategic decision-making.

### **Aims and Scope**

Strategy work is not only based on language but also on cognitive aids that enable sensemaking and sense-giving between individuals and teams, within and between organizations, and for communication to external audiences. Communication in strategy work is restricted by vagueness in language use, how we think, and the beliefs of individuals (Keefe, 2000). Another challenge is that groups in organizations easily develop group specific verbal and graphic dialogue that is not easily understood by outsiders (Fay, Garrod, Lee, & Oberlander, 2003). Communication through language furthermore requires turn-taking that is sensitive to interactional constraints (Healey et al 2007). Over the years, strategy scholars and practitioners have devised and studied a plethora of aids to strategy work beyond language. They include physical and digital tools and artefacts, such as frameworks, simulations, war gaming, arts, theater, serious play, or artefacts such as clay or Lego or prototypes, to engage with complexity and explicate ideas and thoughts (Bačić, & Fadlalla, 2016; Roos, Victor, & Statler, 2004). Other examples are the use of sketches, symbols, pictures, and digital artifacts and tools (Eppler & Platts, 2010; Pershina et al., 2019; Marion & Fixson, 2020). Kinesthetic tasks can be an excellent starting point for arts-based learning processes in strategy work because of their tendency to reduce inhibitions (Nissley, 2010). Play facilitates the expression of positive and negative emotions through engagement in fantasy and play (Kolb & Kolb, 2010), allowing creation a liminal state where behaviours are different from those in the workplace (Johnson et al., 2010). It provides a context for teams to identify and argue contentious or critical issues (Heracleous, & Jacobs, 2005). Different materials can even be associated with deeper human emotions (Taylor & Statler, 2014), that can act as a connection between

artefacts and the organization (Rafaeli & Vilnai-Yavetz, 2004). Cognitive aids in strategy could also include conceptual and abstract models and frameworks recognized and shared by managers. Cognitive aids can enable individuals to explicate or simplify complex issues, support attention, enhance perceptual processing and memorizing, attend to what other are saying, and to be more receptive to learn (Dehaene, 2020). Cognitive aids thus focus attention, trigger curiosity, enable individuals to understand, and express themselves, in complementary or other ways than verbal.

We want to encourage papers exploring new horizons of socio-cognitive and socio-psychological research as it relates to cognitive aids, artefacts, and tools (other than purely language). Major theoretical areas of interest could include attention, attribution, decision making, sensemaking, identity, ideology, information processing, creativity, learning, memory, mental representations and images, categories, cognitive frames, perceptual and interpretive processes, social construction, social dilemmas, and change.

Chapters selected for inclusion in this volume of *New Horizons in Managerial and Organizational Cognition* will offer variously state-of-the-art applications of MOC-related theories to the domain of aids in strategic decision-making. We encourage critical reflection and theoretical or methodological advances. We are open to both conceptual and empirical work, and to both qualitative and quantitative work. Chapters should present sufficient depth in cognition literatures. We are open to studies that advance knowledge through the application of an established cognition theory or method to novel aids and artefact contexts, or, that advance knowledge of cognition theory or method in the context of the use of artefacts (where the primary contribution will be to cognition theory/method literature). We encourage authors to be clear in relation to their objectives in this regard.

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### **Submission Procedure and Timescales**

Scholars are invited to first submit a proposal (3-5 pages) to one of the editors *on or before June 1, 2022*.

All editorial decisions on proposals will be completed by **July 1, 2022**. We aim to select 8-10 papers for publication.

An optional physical or online workshop is planned at the Academy of Management Meeting in Seattle early August 2022 where authors can get feedback from editors and other contributors on work-in-progress.

Authors invited to do so must submit a full draft (5,000-8,000 words) by **October 1, 2022**.

Following review, final versions of chapters will be due by **December 15, 2022**. Publication is expected mid-2023.

Submissions or enquiries should be sent to  
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