CV for A/Prof Sewchurran

1. Personal Details

Education

- **2006 – 2008. Doctor of Philosophy (PhD) in Information Systems,** University of Cape Town, Cape Town, South Africa. The thesis proposed a regional ontology for Information Systems project management practice. The ontology was constructed by fusing Heidegger's theory of lived-experience with Bourdieu's theory of practice and Maturana and Varela's biological theory of living systems. The intention of the regional ontology was to explain the essence of as-lived experience of project managers and project practitioners.
- **2001 – 2003: Masters in Science (MSc),** University of KwaZulu-Natal, Pietermaritzburg, South Africa. Dissertation: "*The application of the unified modelling language and soft systems methodology for modelling production process in an aluminium plant.*"
- **1999 – 2000 – Bachelor of Science Honours (BSc Hons),** University of KwaZulu-Natal, Pietermaritzburg, South Africa. Major in Computer Science.
- **1993 – 1998 – Bachelor of Science (BSc)**, University of South Africa, South Africa. Majors: Software Engineering and Operations Research.
- **1989: Matriculation Exemption**, Heather Secondary School, Pietermaritzburg, South Africa.

Academic Career Roles

- January 2013 to date: Graduate School of Business, University of Cape Town, Cape Town, South Africa. *Program Director of Executive MBA (EMBA)*
- July 2012 to date: Graduate School of Business, University of Cape Town, Cape Town, South Africa. *Associate Professor – Leadership & Strategy-as-Practice (L-A-P)*
- June 2018 to January 2019 : Graduate School of Business, University of Cape Town, Cape Town, South Africa. *Interim GSB Director*
- July 2015 to 2019: Graduate School of Business, University of Cape Town, Cape Town, South Africa. *Advisory Board Member – MTN Solution Space*
- May 2016 to date: Graduate School of Business, University of Cape Town, Cape Town, South Africa. *Advisory Board Member – Bertha Center for Social Innovation*
- May 2017 to December 2018: Villanova Business School, Philadelphia, United States of America. *Visiting Associate Professor – Executive MBA*
- June 2012 – December 2014: Graduate School of Business, University of Cape Town, Cape Town, South Africa. *Program Director: MPhil in Inclusive Innovation*
- May 2011 – June 2012: University of Cape Town, Cape Town, South Africa. *Head of Department - Information Systems, Faculty of Commerce*
- May 2011 – July 2011 - Politechnico Di Milano Business School (MIP), Milan, Italy *Visiting Professor in Project Management*
- October 2010 – August 2012: University of Cape Town, Cape Town, South Africa. *Associate Professor, Information Systems, Faculty of Commerce*
- August 2005 – October 2010: University of Cape Town, Cape Town, South Africa. *Senior Lecturer, Information Systems, Faculty of Commerce*

Non-Academic Roles (Experience in Industry and Business)

- 1994 – 2005 - Hulett Aluminium, Pietermaritzburg, South Africa. *Systems and Business Analyst; Analyst Programmer; Project Manager; Programme Manager, Systems Engineer.*
- 1990 – 1993 - Hulett Aluminium, Pietermaritzburg, South Africa *Production Control Clerk - Production Planner.*

2. Research

Overview of research specialization/focus and research questions I am currently working on.

Since earning my PhD in 2009 I have focussed on studying and theorising about managerial agency in lived experience with the intent of trying to improve managerial and leadership agency, as well as flourishing. As a result of this research focus I was drawn to teaching systems thinking, integrative thinking and complexity. For the early part of my post-PhD career I felt in-between disciplines because the domains of lived experience, systems thinking, integrative thinking and complexity were the focus and I was studying particular scholars (Spinosa, Flores and Dreyfus, 1999; Varela, Thompson, & Rosch, 2017; Guignon,1983) and not particular disciplines. As a consequence my work was inter- and trans-disciplinary. This situation has changed as, in the past few years, systems thinking and complexity are now in vogue in management studies (Tsoukas, 2017) and are now seen as ways of engaging in process theorising and practice scholarship, and seen as engaging in practical rationality. The following papers I recently published in the Journal of Business Ethics (FT50) is confirmation that mainstream journals are becoming increasingly open to publishing work related to complexity, systems thinking and practical-rationality.

- Sewchurran, K., Dekker, J., & McDonogh, J. (2018). Experiences of embedding long-term thinking in an environment of short-termism and sub-par business performance: Investing in intangibles for sustainable growth. *Journal of Business Ethics*, 1-45.
- Steyn, F., & Sewchurran, K. (2019). Towards a Grainier Understanding of How to Encourage Morally Responsible Leadership Through the Development of Phronesis: A Typology of Managerial Phronesis. *Journal of Business Ethics*, 1-23.

In the past 8 years I have focused my scholarship on the study of the lived-practice of strategy and leadership from the point of view of executives living these practices. Recent literature calls this the study of leadership and strategy in the flow of 'practice'. In the past 5 years a sub-discipline called leadership-as-practice (L-A-P) has emerged to focus on post-heroic or democratic leadership (Raelin, 2016). Similarly, in the past decade or so, a sub-discipline called strategy-as-practice (S-A-P) has emerged to focus on the complexity of strategy making in lived experience. Suddenly I find my research focus is in the core thrust of these two vibrant sub-disciplines that are inter- and trans-disciplinary in focus. The following article published in Leadership (one of 2 top journals focussed on leadership-as-Practice) is confirmation that studying a world continually on the move (lived-experience) is in vogue now:

> Sewchurran, K., Zainer, L., & McDonogh, J (2019). Exploring within the 'black box' of leadership to make sense of the performative dynamics of conversation. *Leadership (25 June 2019). https://journals.sagepub.com/doi/full/10.1177/1742715019858884*

The following are some specific questions I am focused on answering:

a) How do we improve managerial agency in leadership or strategy making 'in the flow of practice'?
b) What organisational and personal factors impact the acquisition of capabilities and competences to practice strategy and leadership 'in the flow of practice'?
c) What dynamics influence the generation of 'power-with' (as opposed to exerting 'power-over')?
d) How do executive coaches generate 'power-with' with the executives they coach to facilitate personal transformation and improved managerial and leadership agency?

e) What pedagogical processes are effective in developing authentic (post-heroic) wise leadership (phronesis)?

I have the following 4 projects in progress to pursue these questions:

Summary of research projects in progress ("pipeline").

Project 1: – Conceptual model of phronesis
I am currently developing a conceptual model to guide the development of Phronesis for executive managers with a PhD student Francois Steyn. Francois's thesis is ready for examining. We developed a model from an extensive literature review and interviews with experienced phronetic social science researchers. Our intention was to describe the various dimensions of phronesis capabilities along the dimensions of: being; doing; knowing and becoming. Our hope is that our holistic explicit model of the dimensions of phronesis will make a positive impact on educating wiser managers. It is hoped that the model will be of use to management educators and practitioners to focus their attempts to develop the intellectual virtue of phronesis.

Project 2 - 'Practice' Scholarship
I am also currently researching pedagogy relevant to cultivate a 'practice' ethos, that is, competent, wise use of lived experience. From the work of Aristotle and Heidegger it is clear that knowledge of *Being* or *lived-experience* is fundamental in the pursuit of wisdom; very little is known, however, about holistic development processes that can get managers to the point of using knowledge of *Being* to sustain wise management, leadership practice, and self-development. Both leadership-as-practice and strategy-as-practice researchers and practitioners value the wise use of lived-experiences. Recognising this gap I have been writing a theoretical piece to argue for a philosophy and pedagogy to nurture a practice ethos among executives.

Project 3 – Managing Paradox wisely
Together with a colleague from Bristol university Dr Mario Pansera and an EMBA Alumni Wendall Naidoo, we have completed a study of a mine closure process where the executives adopted a paradox perspective. The results indicate that paradox perspective made the process more manageable for the executive and stakeholders managing the closure. The high levels of mine closure in South Africa, Africa and other emerging markets; together with associated emotional, ecological, and socio-economical, impacts makes mine closures a challenging process for workers, communities and managers. This makes finding appropriate theories to manage this complexity competently very relevant.

Project 4 – Generating 'power-with' to change trajectories of social systems.
I am the primary supervisor working with 8 Executive MBA students studying the personal and organizational influences impacting generating 'power-with' to change trajectories in the becoming of social systems they are leading. These studies are being designed currently with the executives. We are hoping to find insights about how these executives are improving their managerial agency through personal and organizational practices.

Breakdown of funding record over the last five years.

NRF funding as C-rated researcher	
Grant 1 – Principal Investigator for Department of Trade and Industry (dti)'s Industrial Policy Action Plan (IPAP) for the software development economic	2.4 Million ZAR

sector in South Africa. The grant was administered by the JCSE at WITs university.	260 000 EURO
Grant 2 – Marie Sklodoska- Curie: Senior researcher mentoring PhD students to pursue Innovation for Sustainability and build a network of research collaborators. The European Commission grant was administered by the Academy of Business in Society. I participated as the only African participant among European business schools	

Recent Publications

Published and Forthcoming Journals – Peer-reviewed

1. Steyn, F., & Sewchurran, K. (2019). Towards a Grainier Understanding of How to Encourage Morally Responsible Leadership Through the Development of Phronesis: A Typology of Managerial Phronesis. *Journal of Business Ethics*, 1-23.
2. Ngonzi, T., & Sewchurran, K. (2019). User-stakeholders responsiveness: A necessary input for achieving in e-governance transformation in developing countries, *The Electronic Journal of Information Systems in Developing Countries, forthcoming*
3. Sewchurran, K., Zainer, L., & McDonogh, J. (2019). Exploring within the 'black box' of leadership to make sense of the performative dynamics of conversation. *Leadership,* (25 June 2019 online first)
4. Sewchurran, K., Dekker, J., & McDonogh, J. (2018). Experiences of embedding long-term thinking in an environment of short-termism and sub-par business performance: Investing in intangibles for sustainable growth. *Journal of Business Ethics*, 1-45.
5. Sewchurran, K., Philipp, F., Baets, W., & McDonogh, J. (2016). Could more thoughtful practice of complexity, design thinking and values-based organising address some of the limitations of current management and organising paradigms?. *International Journal of Complexity in Leadership and Management*, *3*(3), 169-181.
6. Baets, W., Oldenboom, E., & Sewchurran, K. (2016). Towards the measurement of organisational consciousness. *International Journal of Complexity in Leadership and Management*, *3*(1-2), 1-21.
7. Sewchurran, K., & McDonogh, J. (2015). The phenomenon of being-in-management in executive education programmes-An integrative view. *International Journal of Development Education and Global Learning*, *7*(2), 75-88.
8. Noruwana, N., Twum-Darko, M., & Sewchurran, K. (2015). Theoretical interpretation of e-government implementation challenges in South Africa: A case study of selected provincial government. *Journal of Governance and Regulation, 4*(1), 175-185
9. Schörger, D., & Sewchurran, K. (2015). Towards an interpretive measurement framework to assess the levels of integrated and integrative thinking within organisations. *Risk Governance and Control : Financial Markets, 5*(3), 44-66
10. Harry, R., Sewchurran, K., & Brown, I. (2014). Introducing a mobile payment system to an emerging economy's mobile phone subscriber market. An Actor Network Perspective. *The Electronic Journal of Information Systems in Developing Countries*, *62*(4), 1-26
11. Mpazanje, F., Sewchurran, K., & Brown, I. (2013). Rethinking information systems projects using Actor-Network Theory–Perspectives from a developing country. *The Electronic Journal of Information Systems in Developing Countries*, *58(7)*, 1-32
12. Utulu, S., Sewchurran, K., & Dwolatzky, B. (2013). Systematic and grounded theory literature reviews of software process improvement phenomena: Implications for IS research. *Proceedings of the Informing Science and Information Technology Education Conference*, 2013(1), 249-279.
13. Sewchurran, K., & Sewchurran, E. (2011). Exploring developmental and community informatics. *International Journal of African Renaissance Studies-Multi-, Inter-and Transdisciplinarity, 6*(1), 94-106.

Published Book chapters – peer reviewed

1. Sewchurran, K., Masuku, S., Steyn, K., Bedford, J., & Sangham, M. (2018). Political economy of process innovations: Sustainability and compliance of Capability Maturity Model Index in a South African context. In Chris Landsberg (Ed.), *Africa Rise Up!: Perspectives on African Renewal*. Real African Publishers Pty Ltd..
2. Utulu, S. C. A., & Sewchurran, K. (2013). Designing e-government platforms using systems thinking perspectives and performance measurement frameworks. In *Technology Development and Platform Enhancements for Successful Global E-Government Design* (pp. 97-107). IGI Global – Information Science Research, USA.
3. Petkov, D., Petkova, O., Sewchurran, K., Andrew, T., & Misra, R. (2012). The work system method as an approach for teaching and researching information systems. In *Information Systems Theory* (pp. 413-424). Springer New York.
4. Petkov, D., Alter, S., Wing, J., Singh, A., Petkova, O., Andrew, T., & Sewchurran, K. (2012). Project contexts and the possibilities for mixing software development and systems approaches. In *Research Methodologies in Systems/Software Engineering and Information Systems: Philosophies, Methods and Innovations,* 360-375. USA: IGI Global.

Conference papers and proceedings – peer reviewed

1. Van Niekerk, C., & Sewchurran, K. (2019, June). The use of design science as a research method in Project Management as an approach the bridge the apparent relevance gap that exist in the field, Paper presented at the *European Academy of Management* (EURAM), Lisbon (Portugal)
2. Van Niekerk, C., & Sewchurran, K. (2018, December). In search of truth and utility, the use of Design Science in Project Management. Paper presented at the *International Research Network on Organizing by Projects* (IRNOP) Conference, RMIT University, Melbourne, Australia.
3. Van Niekerk, C., & Sewchurran, K. (2018, December). The perplexed state of project conceptualisation continues. A systematic review on the purpose, activities and challenges of project front end management. Paper presented at the *International Research Network on Organizing by Projects* (IRNOP)Conference, RMIT University, Melbourne, Australia.
4. Cordi, van N., Schörger, D., Sprackett, D., McDonogh, J., & Sewchurran, K. (2017). Considerations and complexities when contemplating the choice of a design science approach for management research. In *BAM2017 - Re-connecting management research with the disciplines: Shaping the research agenda for the social sciences.* Warwick, United Kingdom: British Academy of Management.
5. Mwalemba, G., Sewchurran, K., & Gopaul, A. R. (2016). A Systemic View of South Africa's Software Industry. In *CONF-IRM* (p. 70).
6. Baets, W., Oldenboom, E., & Sewchurran, K. (2015, April). The excellence leap: What makes successful organisations tick? Towards the measurement of organisational consciousness. Paper presented at the *Spirituality & Creativity in Management World Congress*, Esade Business School, Barcelona, Spain.
7. Mwalemba, G., Sewchurran, K., & Ajumobi, D. O. (2015). Software industry of an emerging economy: A case of the Western Cape, South Africa. In *Proceedings of the African Conference on information Systems and Technology (ACIST).* Accra.
8. Schorger, D., & Sewchurran, K. (2015). Towards an interpretive measurement framework to assess the levels of integrated and integrative thinking within organisations*. Paper presented at the 12th annual African Finance Journal Conference,* Conference Theme - Innovative Research Trends in Accounting, Finance and Economics for Emerging Markets Development*,* President Hotel, Bantry Bay, Cape Town, South Africa.
9. Noruwana, N., Twum-Darko, M., & Sewchurran, K. (2014, December). E-government implementation in South Africa: A perspective of Actor Network Theory. *5th International Conference on Economics and Social Sciences* (ICESS-2014) held at Hotel Rainbow Paradise, Penang, Malaysia on December 13–14, 2014.

10. Singh, A., & Sewchurran, K. (2014). An activity theory view of management practices within a Scrum software development environment. Paper presented at the *3rd International Conference on Economics and Social Sciences (ICESS-2014),* Durban, South Africa.
11. Harry, R., Sewchurran, K., & Brown, I. (2013, May*). The impact of introducing a mobile payment system to an emerging economy's mobile phone subscriber market. *Paper presented at the 12th International Conference on Social Implications of Computers in Developing Countries*: Into the Future: Themes, insights and agendas for ICT4D research and practice; Ocho Rios Jamaica, IFIP Working Group 9.4.
12. Singh, A., & Sewchurran, K. (2013). Towards improved understanding of learning practices used in Scrum software development projects. Paper presented at the *Joint International Conference on Engineering Education and Research and International Conference Information Technology*, Cape Peninsula University of Technology, Cape Town.
13. Baets, W., Oldenboom, E., & Sewchurran, K. (2012, May). Magic and miracles in management - The role of consciousness. Paper presented at the *3RD Conference of Management, Spirituality & Religion*, Lourdes, France.

3. Leadership and Management/Administration

Interim GSB Director

I have been the interim Director of the GSB for 18 months. For the first 6 months of my tenure the school was in a fragile space because of the sudden resignation of the previous director; the declining level of strategic management of the school in the period before my tenure as interim started; and the declining numbers on the MBA program.

I was requested to step in to focus the management team's (MANCO) effort to turn the situation around to focus on key priorities facing the school, namely: EQUIS reaccreditation, AACSB reaccreditation and revitalizing the MBA student experience and market strategy. This has been both a challenging assignment and a meaningful experience. I can count the following as my acheivements during my tenure:

a) Improve the mood and strategic focus of the school,
b) Change the way we market and manage our signature programs,
c) Improve the academic faculty involvement in the running of the school,
d) Change the way MANCO functions and focuses on operational management and strategic management, and
e) Reframe the way MANCO and the GSB community thinks about strategy and the GSB's embeddedness in various networks.

We managed to attain our EQUIS reaccreditation. Our AACSB reaccreditation outcome is under review. Many of the school's alumni and stakeholders have acknowledged the positive developments.

As the GSB interim director I have served on various committees and leadership forums at UCT such as the Deans' meetings, Leadership Lekgotla, Nominations Committee and Senate Executive Committee.

Vision 2030 Participant

The Vision 2030 task team is a led by the DVC Lis Lange and COO Reno Morar. The task team is focused on developing a new strategic plan and strategic management framework for UCT. I have been invited to contribute in my scholarly areas to the Vision 2030 task team. My contribution to this task team is assist the task team with a methodological process and a strategic planning framework, and to improve the task team's reflective insight in the

application of the methodological process and strategic planning framework. I have had positive feedback related to my contribution to the task team thus far.

Executive MBA Director

I have been EMBA program Director for the past 6 years. I have also continued in the role of Executive MBA director whilst serving as Interim Director. This continued role on the EMBA is crucial to maintain the reputation of the program and to keep oversight of key revisions to the pedagogy of the program that are underway.

For the first time in 2019 we also hosted 28 Executive MBA students from across the world for a conversation on Leading Business Model Innovation: Cases, Strategies and Frameworks. Offering this course to the GNAM network allowed GSB EMBA students to travel to schools across the world. This improved the attractiveness of the GSB EMBA and the GSB as a destination for GNAM students.

In addition, the Executive MBA was recently ranked the Best Program in Africa by Quacquarelli Symonds (QS) Global EMBA Rankings surpassing GIBBs, USB and Henley.

Also in 2019, the EMBA was ranked 47th in the FT Times ranking on its debut ranking.

4. Teaching and Learning: Reflection

My research and teaching of systems thinking, integrative thinking, complexity and practice have found expression in the core-conversations of strategy-as-practice, business model innovation and leadership-as-practice on the Executive MBA.

Since 2014 I have used Heidegger's concepts of *being-in-the-world* and *authenticity* and Aristotle's concept of *Phronesis* to provide a path for executive MBA students to learn, practice and develop a felt sense of *phronesis whilst engaging in strategy, business model innovation and leadership-as-practice.*. I see *phronesis* as the epitome of using lived-experience consciously and competently in management practice and in self-development. Moreover, I suspect that the quality of mindful attention that can be marshalled depends on the mastery of the phenomenon *of being-in-the-world* and the practice of *phronesis*.

The strategy of my pedagogy is to put in place key concepts which build on each other to generate changes in the *being* of students so that they are better able to locate themselves in the practice and develop qualitative markers and experiences to respond prudently to the social dynamics they encounter in the process of strategy-as-practice, business model innovation and leadership-as-practice. At the core is the theory of *everydayness* which I developed from my reading of Heidegger and Aristotle. The emergence of *authenticity* is a more encompassing framework that builds on the theory of *everydayness* which I have also developed from the literature. These two key building blocks give students a felt sense of the phenomenon of *being* and *temporality* making them more capable of strategy and leadership in the flow of practice.

Through coordinating the following specific conversations I am able to imbue EMBA students with a 'practice' philosophy and to allow them to practice Strategy, Business Model Innovation and Leadership in the flow of practice:

- Course 1 coordinator **GSB4222F Systemic Executive Practice**
- Course 4 coordinator **GSB5001F Designing Sustainable Business Models**
- Course 5 coordinator **GSB5002S Managing for Societal Value**
- Course 6 coordinator **GSB5003S Minor Dissertation**

Doctoral Supervision Doctoral theses completed (7)

1. **PhD 2019**, Mr Pearson Sibanda. *Risk perception: How previous experiences influence the assessment of risk by immigrants in South Africa* (University of Cape Town)

2. **PhD 2017**, Ms Puleng Makhoalibe. *Towards design principles for project artistry in exploratory sandpit projects: A design-based research perspective* (University of Cape Town)
3. **PhD 2016**, Mr Tibu Ngonzi. *Theorizing ICT based social innovation on social development in the context of developing countries in Africa* (University of Cape Town)
4. **PhD 2015**, Mr Nimrod Noruwana. *Factors relating to and impacting eGovernment readiness in South Africa: A case of the Western Cape Government* (University of Cape Town)
5. **PhD 2014**, Mr Alveen Singh. *Program management practices in context of Scrum: A case study of two South African software development SMMEs* (Durban University of Technology)
6. **PhD 2013**, Ms Maureen Tanner. *Study of break-downs in Scrum process in Global Software Development* (University of Cape Town)
7. **PhD 2012**, Ms Elsje Scott. *Towards coherent practice in capstone courses for IS majors* (University of Cape Town)

Doctoral theses ready for examining 2019 (3)

1. Ms Erna Oldenbloom – *The healthy organization: Consciousness, the wizard of health*
2. Mr Felix Phillipp - *Shared values as organising principles in complexity*
3. Mr Francois Steyn - *Executive wisdom: A study of phronesis in modern management practice*

Masters Supervision

Masters dissertations completed (10)

1. MPhil (Management Practice) 2018, Mr Brian Karanja, *Innovating the funding models for transport megaprojects in Kenya* (GSB, University of Cape Town)
2. MPhil (Management Practice) 2015, Mr Ayanda Ntombela, *The as-lived experience of project managing - A Heideggerian phenomenological approach* (GSB, University of Cape Town)
3. MPhil (Management Practice) 2015, Mr Keegan Steyn, *The emergence of organisational ventriloquism within the project management domain: An abductive journey to discovering the effects of ritualized mime* (GSB, University of Cape Town)
4. MPhil (Management Practice) 2015, Mr Mehul Sangham, *Exploring the lived-experience of business model innovation* (GSB, University of Cape Town)
5. MPhil (Management Practice) 2015, Mr Sharief Edwards, *Analysis and design as bricolage* (GSB, University of Cape Town)
6. MPhil (Management Practice) 2014, Ms Jennifer McDonogh, *Designing purposeful action among divergent stakeholders: A 'being-doing' Approach* (GSB, University of Cape Town, co-supervised with A/Prof Elsje Scott)
7. MPhil (Management Practice) 2014, Mr Sipamandhla Masuku, *Towards an inclusive reconceptualization of IT governance: Espoused theory and theories-in-use* (GSB, University of Cape Town)
8. Masters (Information Systems) 2013, Mr Gwamaka Mwalemba, *A systemic landscaping of the software industry in an emerging economy : A case study in the Western Cape of South Africa* (University of Cape Town)
9. Masters (Information Systems) 2009, Ms Flora Mpazanje, *Towards understanding as-lived experiences in information systems projects: An actor-network theory perspective* (University of Cape Town)
10. Masters (Information Systems) 2008, Ms Maureen Tanner, *Culture and communication in global software development* (University of Cape Town)

5. Public & professional service (and social responsiveness) activities:

1. **July 2015 to date: Graduate School of Business, University of Cape Town, Cape Town, *Advisory Board Member – MTN Solution Space***

   Review the strategy and program of actions bi-annually. Review progress on programs of action; budget and evaluate impact. Assist in integrating the activities of the center and business school strategy.

2. **May 2016 to date: Graduate School of Business, University of Cape Town, Cape Town,** *Advisory Board Member – Bertha Center for Social Innovation*

Review the strategy and program of actions bi-annually. Review progress on programs of action; budget and evaluate impact. Assist in integrating the activities of the center and business school strategy.

6. References

Guignon, C. B. (1983). *Heidegger and the Problem of Knowledge*. Hackett Publishing.

Raelin JA (2016) Introduction to leadership-as-practice. In: Raelin JA (ed.) *Leadership as practice: Theory and application*. New York, NY: Routledge

Spinosa C, Flores F and Dreyfus HL (1999) Disclosing new worlds. In: *Disclosing New Worlds: Entrepreneurship, Democratic Action, and the Cultivation of Solidarity*, pp. 17–68.

Tsoukas H (2017) Don't Simplify, Complexify: From Disjunctive to Conjunctive Theorizing in Organization and Management Studies. *Journal of Management Studies* 54(2): 132–153. DOI: 10.1111/joms.12219.

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