

European University Viadrina  
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# Lorenzo Skade

Research Associate

## Academic Positions

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since 2018                      Research Associate at the Chair of Management and Organization  
European University Viadrina, Frankfurt (Oder), Germany

## Education

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since 2018                      Ph.D. studies in “Management and Organization”,  
European University Viadrina, Frankfurt (Oder), Germany

2018                                M.Sc. in “International Business Administration”,  
European University Viadrina, Frankfurt (Oder), Germany

2016                                B.A. in “International Business”,  
Hochschule für Technik und Wirtschaft Berlin, Berlin, Germany

## Research & Teaching Interests

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Time and temporality, strategic and organizational paradoxes, strategy-as-practice, and qualitative research methods

## Publications

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### Refereed Journal Articles

Skade, L.\*, Stanske, S.\*, Wenzel, M. and Koch, J. (2020), “Temporary Organizing and Acceleration: On the Plurality of Temporal Structures in Accelerators”, Braun, T. and Lampel, J. (Ed.) Tensions and paradoxes in temporary organizing (*Research in the Sociology of Organizations*, Vol. 67), Emerald Publishing Limited, Bingley, pp. 105-125. <https://doi.org/10.1108/S0733-558X2020000067011>

| \*Shared first authorship  
| VHB-JQ3 Ranking: B

## Other Academic Writing

Erskine, S.E. and Skade, L. “The story behind Buchter (2021): ‘Escaping the Ellipsis of Diversity: Insider Activists’ Use of Implementation Resources to Influence Organization Policy’”. *ASQ Blog*. <https://asqblog.com/2021/12/14/podcast-buchter-2021-escaping-the-ellipsis-of-diversity-insider-activists-use-of-implementation-resources-to-influence-organization-policy/>

Skade, L. “Entrepreneurship and Emergent Technologies: From Predicting to Creating the Future”. *CASTAC Blog*. <https://blog.castac.org/2021/06/entrepreneurship-and-emergent-technologies-from-predicting-to-creating-the-future/>

## Conference Presentations

Hamdali, Y, Skade, L (2022) When the Time is Right: On Temporally Legitimizing Innovation through Windows of Opportunity. *38<sup>th</sup> European Group for Organization Studies (EGOS) Colloquium*, July, Vienna, Austria.

Skade, L, Koch, J. (2022). The Future is Present: Toward a Time-based Systems Perspective on Grand Challenges. *38<sup>th</sup> European Group for Organization Studies (EGOS) Colloquium*, July, Vienna, Austria.

Lehrer, E, Skade, L, Hamdali, Y, Koch, J. (2022). Communication of Crisis or Crisis of Communication? The Communicative Co-construction of the Covid-19 Pandemic. *Jubiläumstagung des Verbands der Hochschullehrer für Betriebswirtschaft (VHB)*, March, Virtual.

Skade, L. (2021). The Future Looks Bright: Toward a Dialectical Understanding of the Future. *The Practice Theory Gathering 2021*, November, Virtual.

Skade, L, Koch, J, Knight, E. (2021). “Senator, We Run Ads!”: On the Persistence of Facebook’s Strategic Paradoxical Tensions. *Annual Meeting of Organizational Research 2021 (AMOR)*, September, Kassel.

Skade, L, Lehrer, E, Hamdali, Y, Koch, J. (2021). The Temporal Unfolding of Crises: Synchronizing Rhythms and the Constitution of Urgency. *45. Workshop der WK ORG*, September, Virtual.

Lehrer, E, Skade, L, Hamdali, Y, Koch, J. (2021). Communication of Crisis or Crisis of Communication? The Communicative Co-construction of the Covid-19 Pandemic. *Strategic Management Society 41<sup>st</sup> Annual Conference*, September, Virtual.

**Winner of the Strategy Practice Best PhD Paper**

Nominated for Best Conference Paper Prize

Nominated for Strategy Practice Best Paper

Nominated for Strategy Practice Best Impact Paper

Skade, L, Koch, J, Knight, E. (2021). “Senator, We Run Ads!”: On the Persistence of Facebook’s Strategic Paradoxical Tensions. *Strategic Management Society 41<sup>st</sup> Annual Conference*, September, Virtual.

Nominated for Best Conference Paper Prize

Nominated for Strategy Practice Best Paper

Skade, L, Stanske, S, Wenzel, M, Koch, J. (2021). "Let's take it offline": The Power Dynamics of Enacting Enterprise Social Media. *12<sup>th</sup> SKM Symposium*, September, Wien.

Skade, L, Stanske, S, Wenzel, M, Koch, J. (2021). A Processual Perspective on the Powerful Unfolding of Enterprise Social Media. *12<sup>th</sup> International Symposium on Process Organization Studies (PROS)*, September, Virtual.

Lehrer, E, Skade, L, Hamdali, Y, Koch, J. (2021). The Processual Co-Construction of Crisis: A Communicative Perspective. *12<sup>th</sup> International Symposium on Process Organization Studies (PROS)*, September, Virtual.

Skade, L, Wenzel, M, Koch, J. (2021). „Do as We Say and You Will Be Successful“: Accelerators as Organizations of Entrepreneurial Dressage. *81<sup>st</sup> Annual Meeting of the Academy of Management*, August, Virtual.

Skade, L, Lehrer, E, Hamdali, Y, Koch, J. (2021). The Temporal Unfolding of Crises: (A)synchronizing Rhythms and the Constitution of Urgency. *36<sup>th</sup> European Group for Organization Studies (EGOS) Colloquium*, July, Virtual.

Skade, L. (2021). The Future Looks Bright: Toward a Dialectical Understanding of the Future. *36<sup>th</sup> European Group for Organization Studies (EGOS) Colloquium*, July, Virtual.

Skade, L, Lehrer, E, Hamdali, Y, Koch, J. (2021). The Temporal Unfolding of Crises: Synchronizing Rhythms and the Constitution of Urgency. *VHB WK ORG Paper Development Workshop*, April, Virtual.

Skade, L. (2021). The Future Looks Bright: Toward a Dialectical Understanding of the Future. *2<sup>nd</sup> Organization Theory (OT) Winter Workshop*, February, Virtual.

Skade, L, Koch, J. (2020). "Senator, We Run Ads": Facebook's Management of Strategic Paradoxes. *Stanford GSB Rising Scholars Conference*, October, Virtual.

Skade, L. (2020). Accelerating into an Unknown Future: A Practice-Based Investigation of Startup Accelerators. *Annual Meeting of Organizational Research 2020 (AMOR)*, September, Virtual.

Skade, L, Wenzel, M, Koch, J. (2020). „Do as we say and you will be successful“: Accelerators as Organizations of Entrepreneurial Dressage. *Digital Entrepreneurship as Practice Paper Development Workshop*, September, Virtual.

Skade, L, Stanske, S, Wenzel, M, Koch, J. (2020). The Interplay of Enterprise Social Media and Power Dynamics: A Processual Perspective. *80<sup>th</sup> Annual Meeting of the Academy of Management*, August, Virtual.

Stanske, S, Koch, J, Skade, L, Wenzel, M. (2020). Living in a Museum: Forgetting an Organizational Identity to Open up a New Present and Future. *36<sup>th</sup> European Group for Organization Studies (EGOS) Colloquium*, July, Virtual.

Skade, L, Stanske, S, Wenzel, M, Koch, J. (2020). A Processual Perspective on the Powerful Unfolding of Enterprise Social Media. *12<sup>th</sup> International Symposium on Process Organization Studies (PROS)*, June, Rhodes, Greece.\*

Skade, L. (2020). Falling Forward into the Arms of Uncertainty: Towards a Processual Framework of the Unfolding of Futures. *12<sup>th</sup> International Symposium on Process Organization Studies (PROS)*, June, Rhodes, Greece.\*

Skade, L, Wenzel, M, Koch, J. (2020). „Do as we say and you will be successful”: The Process of Entrepreneurship as Dressage. *5<sup>th</sup> Annual Entrepreneurship as Practice Conference and PhD Symposium 2020*, March, Amsterdam, Netherlands.\*

Skade, L, Koch, J. (2020). “Senator, We Run Ads” – Facebook’s Staging of Strategic Legitimacy. *SMS Special Conference*, March, Berkeley, CA, USA. \*

| Nominated for SMS Berkeley Best Paper Prize

\*Canceled due to Covid-19

Skade, L, Koch, J. (2019). Legitimizing Tension-filled Business Models – the case of Facebook. *Annual Meeting of Organizational Research 2019 (AMOR)*, October, Hamburg, Germany.

Skade, L, Koch, J. (2019). New Organizational Forms as Bundles of Resonating Practices. *2019 Dynamic Capabilities and Relationships (DCR) Conference*, September, Heilbronn, Germany.

Skade, L, Stanske, S, Wenzel, M, Koch, J. (2019). Temporary Organizing and Organizing Temporality: On the Multilayered Architecture of Accelerators. *35<sup>th</sup> European Group for Organization Studies (EGOS) Colloquium*, July, Edinburgh, U.K.

Skade, L, Stanske, S, Wenzel, M, Koch, J. (2019). Organizing Temporality: A Practice Perspective on the Multilayered Architecture of Accelerators. *11<sup>th</sup> International Symposium on Process Organization Studies (PROS)*, June, Crete, Greece.

## Other Conference Activities

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<b>Organizer</b>	Professional Development Workshop “Does It Make a Difference? Practices, Directions, and Challenges of Impactful Scholarship”, Panelists: Jennifer Howard-Grenville, David Seidl, Angelique Slade Shantz, Eero Vaara, organized together with Yanis Hamdali, <i>81<sup>st</sup> Annual Meeting of the Academy of Management (Virtual)</i> , 2021
<b>Co-Organizer</b>	Professional Development Workshop “Broadening Our Vision: Video Ethnography in Organizational Studies”, Panelists: Mary Waller, Curtis LeBaron, Philip Gylfe, Sotirios Paroutis, Michael Jarrett, Marlys Christianson, Feng Liu, <i>81<sup>st</sup> Annual Meeting of the Academy of Management (Virtual)</i> , 2021
<b>Presenter</b>	Professional Development Workshop “For a Limited Time Only: A Practice-Based View of Strategizing in Temporary Organizational Forms”, alongside Aneesh Banerjee, Suleika Bort, Stewart Clegg, Jonas Süderlund and Iben Stjerne, organized by Joseph Lampel, <i>80<sup>th</sup> Annual Meeting of the Academy of Management (Virtual)</i> , 2020

## Invited Talks

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2021 Communication of Crisis or Crisis of Communication? An explorative analysis of the communication of the Robert-Koch Institute during the COVID-19 pandemic. *Royal Agricultural University*, U.K. (with Elisa Lehrer, Yanis Hamdali, & Jochen Koch)

## Grants & Awards

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2021 Best Reviewer Award of the Strategy Practice Interest Group, Strategic Management Society Annual Conference

2021 Above and Beyond the Call of Duty (ABCD) Reviewer Award of the Organization and Management Theory Division (OMT), Annual Meeting of the Academy of Management

2021 Viadrina Center for Graduate Studies, conference grant (500 €)

2021 German Academic Exchange Service (DAAD), online conference grant (300 €)

2020 Best Reviewer Award of the Strategy-as-Practice (SAP) Interest Group, Annual Meeting of the Academy of Management

2020 Viadrina Center for Graduate Studies, conference grant (500 €)\*

2019 Viadrina Center for Graduate Studies, conference grant (500 €)

2013-2018 German Ministry of Education, study scholarship (approx. 50.000€)

## Consortia Participation

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2020 Strategic Management Society (SMS) Berkeley 2020 Doctoral Workshop “Reshaping Firms in Digital Ecosystems: Designing the Future”, Virtual

2020 Strategizing Activities and Practice (SAP) Doctoral & Early Career Program, Virtual

2020 European Group of Organizational Studies (EGOS) Pre-Colloquium PhD Workshop, Virtual

2020 Academy of Management Journal – Virtual Paper Development Workshop

2020 Strategic Management Society (SMS) Berkeley 2020 Doctoral Workshop, Berkeley, CA, USA\*

2019 Organization Science, Special Issue on Emerging Technologies and Organizing – Paper Development Workshop, Santa Barbara, CA, USA

2019	Summer School on Practice-Based Studies – An Advanced Introduction, University of Warwick, Coventry, UK
2019	Strategizing Activities and Practice (SAP) Doctoral & Early Career Program, Boston, MA, USA

\*Canceled due to Covid-19

## Teaching

### Master

Leadership and Change Management	HTW, University of Applied Sciences Berlin, Germany	Winter 2020, Winter 2021
Entrepreneurship: Tilling the Field	European University Viadrina, Frankfurt (Oder), Germany	Summer 2021, Winter 2020
New Perspectives in Management Theory	European University Viadrina, Frankfurt (Oder), Germany	Winter 2018, Summer 2019, Winter 2019, Summer 2020, Winter 2020, Summer 2021
Organizing in Times of Crisis	European University Viadrina, Frankfurt (Oder), Germany	Winter 2020
Fallstudienseminar zur Unternehmensführung (in German)	European University Viadrina, Frankfurt (Oder), Germany	Summer 2019, Summer 2020
Qualitative Research Methods: Case Study Research	European University Viadrina, Frankfurt (Oder), Germany	Summer 2019, Summer 2020
Advancing Perspectives on Entrepreneurship	European University Viadrina, Frankfurt (Oder), Germany	Winter 2019
Intercultural Management Training	European University Viadrina, Frankfurt (Oder), Germany	Summer 2019

### Bachelor

Current Issues in Management Research	European University Viadrina, Frankfurt (Oder), Germany	Winter 2018, Summer 2019, Winter 2019, Summer 2020, Winter 2020, Summer 2021,
Contemporary Issues in Human Resource Management: Leading People in Times of Crisis	University of Applied Sciences, Berlin, Germany	Winter 2020
Entrepreneurship: A Management-based Introduction	European University Viadrina, Frankfurt (Oder), Germany	Summer 2019, Summer 2020

## Committee Work

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### University Committees

since 10/2021          Senate, European University Viadrina, Frankfurt (Oder)

### Supervised Master Theses

Bednarz, J. (2021). From Strategy to Strategizing and Now? European University Viadrina, Frankfurt (Oder), Germany.

Berger, J. (2020). Enterprise Social Media and Organizational Communication: A Boundary Work Perspective. European University Viadrina, Frankfurt (Oder), Germany.

Elhalafawy, H. (2021) The Influence of Institutional Voids on the Internationalization of Small and Medium Enterprises. University of Applied Sciences Berlin, Germany.

Friedrich, O. (2020). Creativity within Organizations: The Influence of Extrinsic Motivation. European University Viadrina, Frankfurt (Oder), Germany.

Hassan, M. N. (2020). The Role of "Prototyping" in Creative Processes: A Communicative Perspective. European University Viadrina, Frankfurt (Oder), Germany.

Hoyme, F. (2020). The Role of Creativity in Negotiation Processes. European University Viadrina, Frankfurt (Oder), Germany.

Kluttig, F. (2020). The Communication of Creativity as Staged Performance. European University Viadrina, Frankfurt (Oder), Germany.

Lehrer, E. (2020). The material turn in SAP-Research: Opening the black box of multimodal communication. European University Viadrina, Frankfurt (Oder), Germany.

Murzik, J. (2020). Kommunikation, Kreativität und implizites Wissen: Eine kritische Analyse ausgewählter Lehrvideos der Online-Lernplattform „MasterClass“. European University Viadrina, Frankfurt (Oder), Germany.

Pelikan, O. (2019). Managerial decision making: Burgelman's Intel Case from a heuristical perspective. European University Viadrina, Frankfurt (Oder), Germany.

Pittelli, D. (2020). Is Artificial Intelligence a Creative Existence in Its Own Right? European University Viadrina, Frankfurt (Oder), Germany.

Salman, T. (2020). Communication of Creativity through Gestures. European University Viadrina, Frankfurt (Oder), Germany.

### Supervised Bachelor Theses

Alikhanov, Y. (2019). Paradoxical Tensions in Effectuation. European University Viadrina, Frankfurt (Oder), Germany.

Avramidis, P. (2021). Imagination and disruptive truth-telling. European University Viadrina, Frankfurt (Oder), Germany.

Baker, N. (2019). Organizational Routines and Creativity in Startup Accelerators. European University Viadrina, Frankfurt (Oder), Germany.

Barth, F. A. (2019). New Forms of Organizing and their Impact on Individual Identity. European University Viadrina, Frankfurt (Oder), Germany.

Diebold, A. (2019). Effectuation and social identity – the influence of feedback on the founder’s social identity. European University Viadrina, Frankfurt (Oder), Germany.

el Khanji, A. (2019). Formen der Entrepreneurship-Kreativität: Zwischen Causation und Effectuation. European University Viadrina, Frankfurt (Oder), Germany.

Harmsen, N.-J. (2019). Strategic Change and the Problem of (Re-)Integration of Separated Innovation Units. European University Viadrina, Frankfurt (Oder), Germany.

Hiller, T. (2020). The misalignment of organizational identity and corporate identity. European University Viadrina, Frankfurt (Oder), Germany.

Kazlouskaya, K. (2019). Stick to your idea!? The relationship between entrepreneurial identity and effectuation. European University Viadrina, Frankfurt (Oder), Germany.

Korinyak, Y. (2019). Organisationale Identität und Organisationskultur – ein Vergleich. European University Viadrina, Frankfurt (Oder), Germany.

Lindmeyer, P. (2019). Einfluss des Ecosystems auf die ethisch und finanzielle Verantwortung eines Entrepreneurs. European University Viadrina, Frankfurt (Oder), Germany.

Luther, C. (2020). Knowledge Spillovers durch Startups. European University Viadrina, Frankfurt (Oder), Germany.

Mahmud, M. S. (2021). Performativity & Sensemaking: Describing or Constructing Reality? European University Viadrina, Frankfurt (Oder), Germany.

Maier, A. (2021). Transparency in the so-called "post-truth era". European University Viadrina, Frankfurt (Oder), Germany. (*4<sup>th</sup> place of the Wirtschaftsjunioren-Preis*).

Mattulat, M. (2020). Organizing for fluidity: Is Scrum a useful method for improvisation? European University Viadrina, Frankfurt (Oder), Germany.

Mojdeh, D. (2021). The Misalignment of Reputation and Crisis Management. European University Viadrina, Frankfurt (Oder), Germany.

Nguyen, M.T.T. (2020). Organisationale Grenzarbeit und Dynamisierung von Grenzen. European University Viadrina, Frankfurt (Oder), Germany.

Plettner, L. (2021). Impression Management in Times of Crisis – How to guide behavior and persuade. European University Viadrina, Frankfurt (Oder), Germany.

Rutkowski, M. (2019). Welche Rolle spielt Glück im Effectuation-Prozess? European University Viadrina, Frankfurt (Oder), Germany.

Rütenik, M. (2020). Die Kommunikation von Gerichtsurteilen. European University Viadrina, Frankfurt (Oder), Germany.



- Kunicki, K. (2019). The Role of Middle Managers in Shaping Strategy. European University Viadrina, Frankfurt (Oder), Germany.
- Scherer, A. (2019). Materiality in Organizational Communication - Clear message or ambiguous?. European University Viadrina, Frankfurt (Oder), Germany.
- Schneider, F. (2020). The Staging of Creativity beyond Creative Industries. European University Viadrina, Frankfurt (Oder), Germany.
- Schreiter, V. (2021). Identität und Resilienz: Organisationale Identität in Zeiten von Krisen. European University Viadrina, Frankfurt (Oder), Germany.
- Schulze, M. (2019). Effectuation and Storytelling: Entrepreneurial stories and the attribution of power. European University Viadrina, Frankfurt (Oder), Germany.
- Spikermann, A. (2019). Das Phänomen „Blockchain“ – eine kritische Analyse aus organisationstheoretischer Sicht. European University Viadrina, Frankfurt (Oder), Germany.
- Steinert, D. (2020). Fachkräftemangel als Identitätskonflikt? European University Viadrina, Frankfurt (Oder), Germany.
- Thu Thuy Nguyen, M. (2020). Organisationale Grenzarbeit und Dynamisierung von Grenzen. European University Viadrina, Frankfurt (Oder), Germany.
- Tran Thi, T. D. (2020). The Role of Creativity in Job Crafting. European University Viadrina, Frankfurt (Oder), Germany.
- Vo, T.-H. (2021). The Role of Time in Organizational Responses to Crises. European University Viadrina, Frankfurt (Oder), Germany.
- Volbracht, J. (2020). The Role of Boundary Work in Hybrid Organizing. European University Viadrina, Frankfurt (Oder), Germany.
- Vu, H.D. (2020). Diskursive Legitimierung und Delegitimierung: Eine prozessuale Perspektive auf die Konstitution von Unternehmenskrisen. European University Viadrina, Frankfurt (Oder), Germany.

### Academic Memberships

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since 2020	Strategic Management Society (SMS), Interest Groups: Strategy Practice and Strategy Process
since 2019	German Academic Association for Business Research (VHB), Section Organization (WK ORG)
since 2018	Academy of Management (AOM), Divisions & Interest Groups: Organization and Management Theory (OMT), Strategic Management (STR) and Strategizing Activities and Practices (SAP)
since 2018	European Group of Organizational Studies (EGOS)

## Academic Community Activities

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<b>Ad-hoc Reviewer</b>	<i>Long Range Planning</i> <i>Scandinavian Journal of Management</i>
<b>Reviewer</b>	Strategic Management Society Annual Meeting (since 2021), Workshop der Kommission Organisation, VHB (since 2021), Annual Meeting of the Academy of Management (since 2019)
<b>Coordinator</b>	Virtual Paper Development Sessions (from 2020). A series of sessions together with organization and management researchers to develop research papers.  Strategizing People and Activities (SAP) Doctoral and Early Career Program@AOM Deputy Coordinator (from 2021)  Strategy-as-Practice (SAP) Research Community Platform@EGOS (from 2020)
<b>Co-Convenor</b>	Strategy-as-Practice (SAP) Community Day@EGOS (from 2021)
<b>Volunteer</b>	Strategizing People and Activities (SAP) Digital Volunteer, <i>Annual Meeting of the Academy of Management</i> , Virtual (2020, 2021)

## Professional Experience

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2016 - 2018	Managing Director, Berlin Doctoral Program in Economics and Management Science (BDPEMS), Humboldt University of Berlin, Germany
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Last updated: March 2022