

ORGANIZING EXTREME CONTEXTS

OCTOBER 2024 NEWSLETTER

Dear Friends,

Welcome to the October 2024 Edition of the 'Organizing Extreme Contexts' Newsletter!

The newsletter is packed with the following exciting insights:

- *JMS Special Issue*
- *Extreme contexts initiatives*
- *EGOS 2025*
- *Recent publications*



If you have content or feedback for future editions, please let us know!

info@organizingextremecontexts.org

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here is the possibility:

<http://eepurl.com/gIT4mb>



SPECIAL ISSUE IN THE JOURNAL OF MANAGEMENT STUDIES

COLLECTION OF PAPERS ON ORGANIZING AND STRATEGIZING IN AND FOR EXTREME CONTEXTS

The editorial team are really excited about how this special issue is shaping up! In this newsletter, you'll find highlights from the papers accepted so far. These papers showcase a wide range of theories, methods, empirical settings, and results. The editorial team is thrilled to see how each paper makes meaningful contributions to materiality, temporality, embodiment—or even a combination of these themes.

The editorial Team:



Markus Hällgren,
Umeå School of
Business, Economics
& Statistics, Umeå
University, Sweden



Kathleen Sutcliffe,
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Daniel Geiger,
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Linda Rouleau, HEC
Montreal, Canada

AUTHORS



CONSTRUCTING A WORLD FOR COMPASSION: HOW TEMPORAL WORK CAN PRESERVE COMPASSION IN EXTREME CONTEXTS

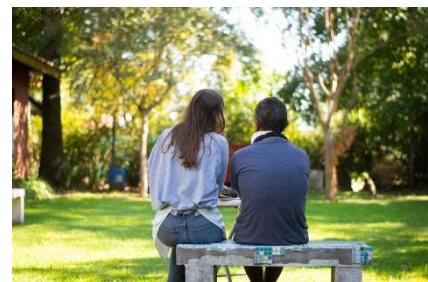
M. Dolores del Rio, University of Victoria, Universidad Austral; Pablo D. Fernández, IAE Business School; Ignasi Marti, ESADE Business School; Alberto Willi, IAE Business School

What did you study? What sparked your interest?

In our research, we focused on preserving compassion in challenging situations. We specifically looked into the organizational practices that support compassion over time. Our motivation came from the high occurrence of compassion fatigue and burnout in emotionally demanding workplaces like healthcare, where these issues are often considered unavoidable consequences and costs of organized compassion.

How did you get access?

We were granted permission to conduct a two-year ethnographic study by arranging for one of the authors to become a volunteer. Before joining the hospice, we obtained approval from the hospice's medical director and founder and from the board after a comprehensive interview. We tried to find common topics and interests to secure access. We assured the founder that we would accurately represent the "essence of the hospice." During the interview, we focused on understanding the motivations and emotional experiences of the hospice workers and volunteers, which sparked the founder's interest.



What's the main finding of your study? Anything that surprised you?

The key finding is that creating a "world" for end-of-life care within the hospice helps to maintain compassion by intentionally integrating temporal work into daily routines. This ultimately sustains compassion even in emotionally challenging situations. What was unexpected is how this affects the experience of time in practices, allowing for two distinct temporal experiences, or ways of being in that world, that we named being-with related to a kairotical, other-focused experience of time, and being-by turning into a chronological, task-oriented and linear time. These different ways of experiencing time enable caregivers to shift between deeply connecting with patients and recovering from emotional stress.

What kind of methodological challenges did you face? What have you learned for future research?

One of the most challenging aspects of our research was figuring out how to incorporate the researcher's personal experiences while maintaining rigorous analysis. We came to the conclusion that acknowledging the researcher's bodily experiences can provide valuable insights, especially in environments where emotions and physical presence play a crucial role. So, we learned to recognize and incorporate the body as a source of knowledge, prioritizing embodied reflection throughout the research process.



Can you tell us a little 'Behind the Scenes' story?

We started analyzing the data using the traditional Gioia model, coding and categorizing data into first and second-order themes. However, as we progressed, the reviewers emphasized that the deeply embodied and emotional nature of the data required a more phenomenological analysis. So, we shifted our focus to the lived experiences of the participants. This change improved our findings and led us to approach the data in a more interpretive and reflexive manner, adding new dimensions to our understanding of temporal work and how it impacted the experience of time and space.

What are future research opportunities?

Our study suggests new areas for future research. One possibility is to investigate how temporal work can be used in other challenging situations, like disaster recovery or refugee care, where compassion fatigue is also a major issue. Furthermore, additional studies could explore the impact of temporal work on finding a balance between compassion and efficiency in more bureaucratic or professional healthcare settings, where the focus on productivity often outweighs humanistic values.



AUTHORS



THE TEMPORALITY OF CRISIS AND THE CRISIS OF TEMPORALITY: ON THE CONSTRUCTION AND MODULATION OF URGENCY DURING PROLONGED CRISES

Lorenzo Skade, European University Viadrina; Elisa Lehrer, European University Viadrina; Yanis Hamdali, European University Viadrina; Jochen Koch, European University Viadrina

What did you study? What sparked your interest?

The study explored how organizations construct and modulate urgency during prolonged crises, using the Robert Koch Institute (RKI) during the COVID-19 pandemic as a case study. We aimed to understand how prolonged crises differ from short-lived ones in terms of urgency and temporal dynamics. The growing frequency of prolonged crises, such as climate change and pandemics, sparked our interest in understanding how organizations maintain temporal urgency to act over extended periods, even when the crisis unfolds in waves with unknown intensity rather than a singular, disruptive event.

How did you get access?

Access to the RKI's responses during the pandemic came primarily from publicly available resources, such as video recordings of press briefings and reports released by the Institute. We focused on publicly available daily situation reports, other official documents, and press events, as the pandemic's circumstances made direct access to organizational actors challenging. This approach allowed us to gather qualitative data on how RKI communicated urgency to the public during various phases of the unfolding creeping crisis.



What kind of methodological challenges did you face? What have you learned for future research?

One significant methodological challenge was capturing the dynamic and evolving temporal nature of the crisis and how the urgency to act changed over time. Given the fast-paced and unpredictable nature of the COVID-19 pandemic, keeping track of the evolving temporal cues and corresponding organizational actions required a more complex qualitative approach. We learned the importance of effectively mapping these events on a timeline to analyze temporal patterns. Future research would benefit from innovative research methods when studying real-time crisis responses, as traditional approaches may not capture the complexity of the temporality of such crises.

What's the main finding of your study? Anything that surprised you?

The main finding is that organizations like the RKI must construct and modulate urgency throughout prolonged crises by speeding up or slowing down activities. Contrary to common assumptions that urgency only needs to be increased, the study revealed that organizations must also decrease urgency at times to prevent burnout and maintain long-term crisis response capabilities. A surprising discovery was the temporal complexity of urgency itself, with forms like “expired urgency” (regarding actions that should have been taken earlier), “inceptive urgency” (actions that must begin now), and “windows of opportunity” (regarding actions that need to be taken during a specific time period) emerging during the crisis.



Can you tell us a little ‘Behind the Scenes’ story?

A key ‘behind the scenes’ aspect of this research was how we navigated the sheer volume of data produced by the RKI during the pandemic. Sorting through daily situation reports and frequent press conferences required rigorous organization and collaboration among us. The process of aligning data with the evolving stages of the pandemic brought an extra layer of complexity to the analysis, especially in identifying how and when urgency was being modulated. We enjoyed the work on this project a lot. However, the paper looks much more straightforward and neater than the actual work with the complex process data.

Another challenge was that the pandemic was ultimately a very intense time for all of us, both personally and professionally. In the beginning, it was certainly a very good opportunity to also work intensively on this topic in research, but at a certain point, it was sometimes also overwhelming.

What are future research opportunities?

Future research could investigate how other organizations construct urgency during prolonged crises, especially in different cultural or governmental contexts. Studying non-health-related prolonged crises, such as financial or environmental disasters, could further illuminate how urgency is shaped in diverse situations. We assume that there's also a potential to explore how different forms of communication (social media, government briefings) influence public perception of crises, a project we are currently working on.

MULTIMODAL COLLECTIVE SENSEMAKING IN EXTREME CONTEXTS: EVIDENCE FROM MARITIME SEARCH AND RESCUE

Lübcke, Thomas, German Maritime Search and Rescue Service – DGzRS; Steigenberger, Norbert, Umeå University; Wilhelm, Hendrik, Witten/Herdecke University; Maurer, Indre, University of Göttingen

AUTHORS



What did you study? What sparked your interest?

Actors in extreme contexts often need to collaborate in order to survive (or just to get the job done), and some of these collaborators may be less knowledgeable and/or more affected by emotions such as tension or fear. How does collaboration work in these situations? In our study, we explore this question from a sensemaking perspective. Specifically, we studied a situation in which actors must collectively make sense of the situation they find themselves in and the actions that need to be taken. We studied such collective sensemaking situations during a maritime search and rescue mission in the Mediterranean, where rescuers were tasked with evacuating refugees from unseaworthy rubber boats. Our video data quickly revealed the challenges: the refugees showed that they were experiencing distracting emotions, such as fear or tension, and that - as our data show - they were less knowledgeable about what actions were required of each person at each point in time (or what actions were potentially life-threatening and should be avoided). By analyzing the video data with micro-ethnographic methods, we were able to analyze how the rescue team met this challenge, which is the main contribution of our paper.

How did you get access?

On the very day that the board of the nonprofit organization (NPO) decided to take an active part in the international support and training mission in the Aegean, there was a conversation with the author, who later took part, and the managing director. It was immediately agreed that there was an extremely large learning potential for the organizations involved in the upcoming rescue missions. As much in this field has so far been based on anecdotal evidence, it was a joint effort to learn as much as possible from the rescue missions and to share this knowledge with the international search and rescue (SAR) community. However, the requirement for participating observation was that the researcher had previously successfully completed the personnel selection process specially designed for this mission, similar to a demanding Sea Survival training course, and successfully participated in the additional training – such as the resuscitation of babies and infants. At the same time, we applied for research funding in the national safety research program, which we were thankfully awarded very quickly due to the exceptional situation and the short lead time.

What's the main finding of your study? Anything that surprised you?

Our main findings, which culminate in a process model, solve the main puzzle that motivated our research. This model outlines how actors overcome the sensemaking challenges common in extreme contexts, i.e., distracting emotions and disparate cognitions about the situation. We find that the core sensemaking process uncovered by previous research is embedded in an auxiliary process in which the more experienced actors first focus on neutralizing potentially distracting emotions in order to then engage in task framing. We also outline the different multimodal communication patterns, with emotional framing relying heavily on nonverbal communication, while task framing (like the core sensemaking process) is mostly verbal.

What kind of methodological challenges did you face? What have you learned for future research?

In this study, we faced two major challenges related to our data and methodology. First, like most research in extreme contexts, we collected data in an environment where people were suffering. Accordingly, we always prioritized the rescue mission over data collection, a priority that affected our videotaping, data preparation, analysis, and presentation of findings. Second, we worked primarily with video data in this study. While the video data proved to be an excellent fit for answering our research question, the coding effort we faced was massive. For our paper, coding the data took two authors and a research assistant about a year of work. Nevertheless, we believe that the theoretical insights that can be gained from this video data are worth the effort, and we certainly advocate the use of more video data in research on extreme contexts.



Can you tell us a little 'Behind the Scenes' story?

While we relatively quickly had a clear understanding that the empirical phenomenon of interest was how experienced actors worked successfully with non-experienced actors in challenging situations, the paper underwent several rewrites in terms of the theoretical lens through which we would understand this phenomenon. In line with our "job description" from the NPO, we set out to study the decision making of the rescue team. To do so, we collected video material that might be useful in developing their tactics and processes. As we began to code the video data, we realized that we could not understand the situations without focusing on the interactions between the rescue crew and the refugees. Building on the notion that we were observing "repetitive, recognizable patterns of interdependent actions, carried out by multiple actors" (Feldman & Pentland 2003: 95), we shifted to an organizational-routine framing. We analyzed the rescue process as a routine and framed the paper as the integration of outsiders into organizational routines. This version was the runner-up for the Best International Paper Award in the Organization and Management Theory division at the 2019 Academy of Management Annual Meeting. So we thought we were on the right track! In subsequent iterations, and based on our own reflections and very constructive and friendly feedback by colleagues, the paper became a coordination paper. But even this setup had some issues, so during the review process in JMS, with the help of our excellent review team, we arrived at the collective sensemaking framing that we now believe provides the deepest insight into our data.

What are future research opportunities?

Most previous research on collective sensemaking in extreme contexts seems to focus on experienced, professional actors, such as police officers, firefighters, or health care workers, who coordinate with other professionals. The intersection between professionals and non-professionals, with whom many of these professions interact on a daily basis, seems to be less well understood. Our study has taken first steps in this direction, but more work is clearly needed. Our paper also outlines the importance of nonverbal communication. For us, this was a serendipitous finding, as we were not originally looking for specific communication modalities. Future research may extend our work in this regard.

AUTHORS



FINDING YOUR SEA LEGS: EXPLORING NEWCOMER EMBODIED LEARNING IN AN EXTREME CONTEXT

Ila Bharatan, University of Warwick; Eivor Oborn, University of Warwick; Jacky Swan, University of Warwick

How did you get access?

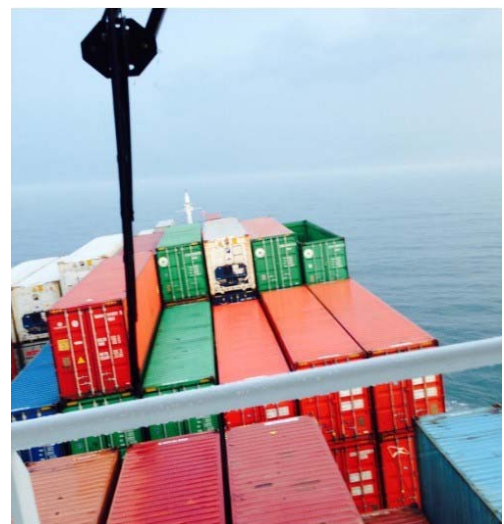
The first author, Ila, had personal networks in the shipping industry and we got access to training centres in the UK and the Philippines. The company referred to as Crewco in the study also facilitated access to a containership where Ila spent a month seeing the deck cadets working at sea in-situ.

What did you study? What sparked your interest?

We studied the seafaring practices of deck cadets working on container ships, focusing on the work they engaged in to prepare their bodies to deal with the threats they faced at sea. In an earlier piece of work, we had found cadets mentioning going “blank” or experiencing “hair raising” during their initial encounters with tasks or just when looking at a ship for the first time, this sparked our interest in looking at how newcomers overcome such issues, especially in extreme context settings.

What kind of methodological challenges did you face? What have you learned for future research?

Given the safety issues of being an untrained observer on the ship, sometimes access was restricted to some areas, and this meant that it was tricky at times to get the type of up-close observations needed to develop a more fleshed-out account of bodily practices. For the future, taking this aspect into account in designing the data collection and perhaps engaging in the types of safety training required to get up close to sites of action in extreme context work would be helpful.





*What's the main finding of your study?
Anything that surprised you?*

The key finding of our study was that newcomers encountered different threat experiences in performing their work, and these threat experiences became the triggers for bodywork to enable the newcomers to develop the capacity to act in situations of threat.

The interesting finding for us was that, counter-intuitively, boredom was treated as a threat in our research context.

Can you tell us a little 'Behind the Scenes' story?

Collecting data on a ship brought with it a number of challenges for Ila, but one of the interview transcripts carries a recording of her being very excited about spotting dolphins in the middle of an interview.

What are future research opportunities?

One interesting avenue for research would be to look into body memory or past experiences of embodied learning, which may not always be appropriate to a new work context (for example, war veterans in civilian police forces), quite how experienced practitioners engage in embodied re-learning may be an interesting avenue for future research.

AUTHORS



REFRAMING SILENCE AS PURPOSEFUL: EMOTIONS IN EXTREME CONTEXTS

Madeleine Rauch, University of Cambridge; Shahzad Ansari, University of Cambridge

What did you study? What sparked your interest?

We studied the experiences of medical professionals working with Médecins Sans Frontières (Doctors Without Borders) in extreme contexts, such as warzones and disaster-stricken areas. What captivated us was the stoic silence these professionals maintained, despite the emotional toll of witnessing unspeakable tragedies. Traditionally, the medical and military fields emphasize emotional control, but this silence does not signal the absence of emotional distress. Instead, it serves as a strategic, emotional defense. We were drawn to understand how these individuals coped with this muted distress, particularly how they managed to maintain professional composure in environments of extreme human suffering.

How did you get access?

Our study is part of a multi-year multi-project research program on organizing in extreme contexts. Very early on, we discovered the important role that personal, unsolicited diaries played in their emotional coping. We are particularly grateful for the first 30 medical professionals who entrusted us with their diaries—their intimate, unscripted records of their lived experiences, which served as an important foundation of this research program that now encompasses more than 500 diaries across different settings. Without the initial 30 brave medical professionals, and their trust in us, this research program would have never seen the light of day. It became more to us than simply a single paper for the purpose of publishing. Instead, it became a deep connection with the human side of professionals working to alleviate the suffering of civilians and people in distress, while often portrayed as unbreakable in the face of chaos.



What kind of methodological challenges did you face? What have you learned for future research?

Studying emotions and silence in such extreme environments is fraught with challenges. Medical professionals are conditioned to suppress their feelings, making it difficult to capture the full spectrum of their emotions (e.g., in interviews, surveys, or observations). Drawing on unsolicited personal diaries opened a window into their private struggles. This experience taught us the profound importance of unconventional data sources, such as unsolicited diaries, which bypass formalized emotional narratives and reveal their unscripted experiences.

Can you tell us a little 'Behind the Scenes' story?

This was the very first paper we started collaborating on many years ago. It started as a passion project, born from curiosity about how medical professionals cope with unspoken emotions in extreme situations. However, like many papers, it took time and persistence (including a late stage rejection) to bring this research to life and navigate the peer review process.

What's the main finding of your study? Anything that surprised you?

Our main finding challenges the typical assumption that silence in extreme contexts is purely a reflection of emotional suppression or external control. Instead, we uncovered that this silence is often a purposeful choice, a strategic mechanism that allows professionals to maintain focus and prevent emotional breakdowns. What surprised us most was how these individuals used silence not only as a tool for survival but also as a way to create private emotional sanctuaries through journaling. These diaries became an outlet, allowing them to express their emotional turmoil away from the scrutiny of others, providing a refuge amidst chaos.



What are future research opportunities?

Silence, we believe, is an under-explored phenomenon across many organizational contexts, and its purposeful use demands more attention. Future research could examine how silence interacts with other emotional dynamics, particularly during the mundanity and boredom in high-intensity work, like waiting for patients. Another intriguing avenue would be studying how individuals cope with emotional distress after returning home from such extreme contexts. How do they reintegrate into everyday life, and what psychological challenges emerge after leaving the frontlines? Moreover, exploring how different types of emotions are regulated over time, beyond those considered 'difficult,' could lead to new insights on emotional resilience and management.

AUTHORS



EMBODIED CONNECTION WORK: THE ROLE OF THE LIVED BODY IN ROUTINE RECREATION IN EXTREME CONTEXTS

Kathrin Sele, Aalto University School of Business; Anja Danner-Schröder, RPTU Kaiserslautern; Christian Mahringer, University of Stuttgart

What did you study? What sparked your interest?

We studied how Nolla, a zero-waste fine-dining restaurant in Helsinki, recreated their organizational routines as they worked through the disruption caused by the COVID-19 pandemic. Given our interest in routines, the possibility to follow an organization's response to such an unexpected event in real time seemed like a unique opportunity. In fact, our study started when Kathrin received a call informing her that the restaurant had to cancel all reservations and "that they would figure something out."



How did you get access?

When Kathrin passed by the restaurant a few days into the closure to pick up some take-out food, she spoke to the owners and was welcomed into the premises. What started out as a short ethnographic study turned into a longitudinal adventure during which we explored how Nolla adapted and reinvented itself to remain a restaurant despite the complete halt of its routines. Quickly, Kathrin became part of the "Nolla family" and lived through the many ups and downs with the entire team.

What kind of methodological challenges did you face? What have you learned for future research?

One of the greatest methodological challenges was conducting ethnographic fieldwork during a pandemic when health concerns and maintaining physical distance were paramount. A second challenge, characteristic of most extreme contexts, was that our informants were deeply affected by the lockdown. This made data collection sensitive and emotionally charged. For example, the owners of Nolla felt very responsible for the well-being of their employees. However, the context forced them to furlough everyone to ensure the restaurant's survival. Studying Nolla showed us the importance of care and the joy in our practices, but also how any craft is a collective endeavor. We take this learning with us as we engage with new informants and the contexts we study.



What's the main finding of your study? Anything that surprised you?

Our main finding is that the ability to recreate organizational routines relies on what we call embodied connection work, which happens through two interlinked practices: embodied imagining and embodied protecting. These practices were crucial in establishing new connections and developing workable routines. What surprised us was how central the concept of the “lived body” became as we engaged with our data. At the same time, the concept was always present in our field notes, not in such abstract terms, but through the metaphor of dancing that we used to describe flow and the frequent lack of it.

Can you tell us a little ‘Behind the Scenes’ story?

Every day at 3 p.m., Nolla employees enjoy their team lunch. One team member cooks and everyone takes a moment to relax before the hectic evening service starts. Three months into the study, Kathrin offered to make lunch. While she was busy cooking (with some expert help...), she wanted to throw away a small piece of aluminum that was on the cheese she had brought along. As one of the chefs took it from her and walked all the way to the courtyard to throw it out, she realized that there was no trash can in the kitchen. This rather late but important experience made us realize how zero-waste was not a concept but an embodied practice.



What are future research opportunities?

Future research could explore how different types of organizations recreate their routines in response to such extreme disruptions. Comparing sectors that are more accustomed to crises with those unprepared, like fine-dining restaurants, could reveal deeper insights into routine adaptability. Further, fine-dining restaurants are known for their physically and mentally demanding work. This raises the question of whether and how the lived body plays a similarly important role in other settings.

INITIATIVES OF THE EXTREME CONTEXTS COMMUNITY

VIRTUAL SEMINAR SERIES

Are you a scholar interested in extreme context research (ECR)? If so, we invite you to the Organizing in Extreme Contexts virtual workshop series! The purpose of the workshop series is to bring together the community of extreme context researchers on a recurrent basis throughout the year. Extreme context research has been an international and interdisciplinary effort among scholars interested in organizing in contexts that have potential to cause severe physical, psychological, or material harm to participants or those in close psychosocial proximity to them (Hällgren, Rouleau, & de Rond, 2018). The ongoing workshop series will allow those of us interested in ECR to connect with each other, to stay up-to-date with the latest research through presentations and discussion, and to get ideas and feedback for empirical or theoretical studies.



Markus (Hällgren) is a professor in Management at Umeå School of Business, Economics and Statistics, Umeå University. Markus coordinates this and another group organizing the extreme contexts community. Doing that, he tries to help out where he can. As part of this group, he co-organizes the virtual seminar series on Extreme contexts (yes, it will return!)



Derin Kent is an associate professor of organization studies at Warwick Business School, United Kingdom. He co-organizes the virtual seminar series on extreme contexts... stay tuned for the relaunch of the series!



April Wright is a professor at Warwick Business School, United Kingdom. She also co-organizes the virtual seminar series on extreme contexts.

EXTREME CONTEXT MENTORING INITIATIVE

The program is designed to provide guidance and support to postdocs and junior faculty (non-tenured) as they navigate their academic and professional journeys launched this academic year (2024/2025). In this first batch, we have paired 25 early career scholars with our excellent and dedicated faculty. This first batch is currently meeting their assigned mentor for the time this fall (2024), and will meet in a second time in spring/summer (2025). The mentoring program is built on the idea to foster a culture of community among extreme context enthusiasts, and create friendly exchanges among like-minded scholars. We plan to organize a second batch as part of this initiative taking place next academic year (2025/2026).



Madeleine Rauch is an Associate Professor at the University of Cambridge, Judge Business School. As part of this group, Madeleine organizes the Mentoring Initiative.

A BIG 'THANK YOU' TO ALL THE MENTORS THAT ALREADY AGREED TO PARTICIPATE AND SHARE THEIR EXPERTISE!

Madeline Toubiana

Robert Eberhart

Emily Block

Gloria Kutscher

Tina Dacin

Derin Kent

Linda Rouleau

Florian Urmetzer

Daniel Armanios

Eugene (Yevgen) Bogodistov

Daniel Beunza

Guillaume Dumont

Fabrice Lumineau

Aloysius Marcus Kahindi

Alan Meyer

Rabee Fares

Innan Sasaki

Brandon Lee

April Wright

Mark de Rond

Maxim Voronov

Alessandra Perri

Markus Hällgren

Peter Suffolk

EXTREME CONTEXT R&R CLUB

Sophie and Robin are launching extreme context R&R club (ECR&R). The ultimate aim of the club is to develop the community, and help scholars publish extreme context research in high quality Management and Organization studies journals.

EC R&R will operate in much the same way as Cambridge's OTREG. We'll meet roughly every three to six months. At each meeting two or three people will have the opportunity to present R&R manuscripts. People sign up to meetings in advance. Manuscripts and reviewers' comments will be distributed to attendees prior to the meeting. During the meeting we'll dissect the paper (and reviews) with the aim of trying to help the author(s) develop the manuscript and successfully navigate the review process. Anyone who has attended more than three meetings is eligible to present their work.

To get things going, we'll invite paper presentations for the first few meetings. After that we'll open things up so anyone can present their work.

If you would like to be part of EC R&R club, please contact Robin Burrow (Robin.Burrow@york.ac.uk), and he'll add your name to the mailing list. The first meeting will be scheduled sometime between now and Christmas.



Robin Burrow is a senior lecturer at the University of York. He organizes the R&R club.



Sophie Jané is senior lecturer at Umeå School of Business, Economics and Statistics, Umeå University. She organizes the R&R club.

GOT SOMETHING TO SHARE?

If you have anything worth sharing with our community, be it recently published papers, upcoming workshops or anything else you think is worth noting, please contact one of us, and we will make sure it is included on our website, LinkedIn group and in future newsletters.



Kijan Vakilzadeh at kijan.vakilzadeh@uni-kassel.de,

Kijan Vakilzadeh is a postdoctoral researcher at the University of Kassel, Germany. His main task is to take care of our social media presence.



Anja Danner-Schröder at anja.dannerschroeder@rptu.de or

Anja Danner-Schröder is an Associate Professor for Management Studies at the RPTU Kaiserslautern. She is responsible for the newsletter.



Loua Khalil at l.khalil@henley.ac.uk

Loua Khalil is a lecturer at the University of Reading, UK. Her task is to take care of our social media presence.

If you are not yet a member of our LinkedIn Group, you can join in any time. Please feel also free to share this group with anyone you know who might be interested in staying in touch with the extreme contexts community, whether they are a doctoral student, an early career researcher, or an already experienced scholar.



WE ALREADY HAVE **274** MEMBERS AND LOOK FORWARD TO MANY MORE

EGOS 2025

THE NORMALIZATION OF EXTREME CONTEXTS: CREATIVELY CO-EXISTING WITH CRISIS (2025, ATHENS, GREECE)

Convenors: Anja Danner-Schröder, Daniel Geiger, Sophie Jané



We are thrilled to announce our upcoming sub-theme at the 41st EGOS Colloquium in Athens, July 3-5, 2025! We invite submissions exploring the “normalization of extreme contexts” at for example different levels, such as the societal, organizational and individual level. In the CfP we outline questions related to:

- Research designs and extreme contexts
- Extreme contexts and societal inequalities
- Multiple crises and the perception of urgency
- Extreme contexts and organizational routines
- Normalizing and organizational resilience
- Boredom or apathy and extreme contexts
- The normalization of extreme contexts and leadership



WE LOOK FORWARD TO RECEIVING MANY EXCITING SUBMISSIONS

RECENT PUBLICATIONS

LATEST INSIGHTS IN THE FIELD OF EXTREME CONTEXTS

BAUER, L., WEINBERGER, C., CARTER, D.R. AND LANDON, L.B. (2024), MANAGING SPACEFLIGHT TEAM STRESS: CONSIDERATIONS FOR MULTITEAM SYSTEM RESEARCH, HARMS, P.D. AND CHANG, C.-H.(D). (ED.) STRESS AND WELL-BEING IN TEAMS (RESEARCH IN OCCUPATIONAL STRESS AND WELL BEING, VOL. 22), EMERALD PUBLISHING LIMITED, LEEDS, PP. 171-186. [HTTPS://DOI.ORG/10.1108/S1479-355520240000022008](https://doi.org/10.1108/S1479-355520240000022008)

COSTAS, J., PROKHOROVA, A., STEPANENKO, V., SUDYN, D., YERMOLENKO, V., & ZAREMBA-KOSOVYCH, H. (2024). ACADEMIC ACTIVISM IN TIME OF WAR: VOICES FROM UKRAINE. ORGANIZATION. [HTTPS://DOI.ORG/10.1177/135050842412844](https://doi.org/10.1177/135050842412844)

HÄLLGREN, M., & BUCHANAN, D. A. (2024). EXTREME FICTION FOR LEADERSHIP DEVELOPMENT. MANAGEMENT LEARNING. [HTTPS://DOI.ORG/10.1177/13505076241258023](https://doi.org/10.1177/13505076241258023)

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