

Time-as-Practice: Exploring the Mutual Shaping of Temporality and Strategy

ALEX BORGES DA SILVA

UNIVERSIDADE DO VALE DO ITAJAÍ (UNIVALI)

SIDNEI VIEIRA MARINHO

UNIVERSIDADE DO VALE DO ITAJAÍ (UNIVALI)

Agradecimento à órgão de fomento:

Este trabalho foi realizado com apoio da Coordenação de Aperfeiçoamento de Pessoal de Nível Superior - Brasil (CAPES), através do Programa de Suporte à Pós-graduação de Instituições de Ensino Comunitárias (PROSUC), de acordo com a Portaria CAPES nº. 149/2017

Introdução

In dynamic environments, strategy is crucial. The Strategy as Practice (SAP) approach focuses on the everyday actions of practitioners. Connected to this, temporality, or the perception of time, has gained relevance, especially in temporary organizations like projects. Although interest in both fields has grown, the integration between SAP and temporality remains a gap. This study seeks to explore this intersection, analyzing how strategy and time influence each other through a systematic literature review.

Problema de Pesquisa e Objetivo

The central problem is that the integration between the fields of Strategy as Practice (SAP) and temporality is partially explored in the literature, leaving a gap in understanding their mutual influence. The objective of this study is to systematically investigate how temporality and strategizing recursively shape each other in organizations, reviewing the literature at the intersection of both domains to propose a new conceptual framework that elucidates this dynamic and guides future research.

Fundamentação Teórica

The research is based on two main streams: Strategy as Practice (SAP) and Temporality. SAP, a sociological turn in strategy studies, analyzes "praxis" (the doing), "practices" (tools and routines), and "practitioners" (actors). Temporality distinguishes between objective time (Chronos, clock time) and subjective time (Kairos, experienced time) and introduces the concept of "temporal structuring," where time is actively produced and reproduced by the recurrent practices of organizational actors.

Discussão

The analysis reveals a gap in the literature regarding the recursive nature of time in strategy. To fill it, the 'time-as-practice' framework is proposed. This model integrates temporality into the core of strategy through three interdependent dimensions: temporal orientation (the practitioner's sensemaking), temporal structuring (the practices that shape temporal patterns), and temporal work (the praxis that reconfigures temporal conditions). Each dimension corresponds to one of SAP's "3 Ps" (practitioner, practice, and praxis), illustrating their mutual constitution.

Conclusão

This study advances by proposing the 'time-as-practice' framework, which conceptualizes the relationship between strategy and temporality as a recursive cycle. The practitioner's temporal orientation influences temporal structures (practices), which in turn guide temporal work (praxis). This work reconfigures the structures and, consequently, the orientations. Thus, time is not just a context but a constitutive element of strategy, with theoretical and empirical implications for future research in the field.

Contribuição / Impacto

The main contribution of this study is the development of the 'time-as-practice' framework, which offers a new ontological lens for understanding strategy. It clarifies how time is a constitutive and not merely a contextual element of strategizing. By connecting the dimensions of temporality (orientation, structuring, work) to the pillars of SAP (practitioner, practice, praxis), the work provides a robust theoretical basis for future empirical investigations into temporal dynamics in organizations.

Referências Bibliográficas

- Blagoev, B., Hernes, T., Kunisch, S., & Schultz, M. (2024). Time as a Research Lens. *Journal of Management*.
- Jarzabkowski, P., et al. (2022). Two decades of Strategy-as-Practice research. *Human Relations*.
- Kaplan, S., & Orlikowski, W. J. (2013). Temporal work in strategy making. *Organization Science*.
- Orlikowski, W. J., & Yates, J. (2002). It's about time. *Organization Science*.
- Vaara, E., & Whittington, R. (2012). Strategy-as-Practice. *Academy of Management Annals*.
- Whittington, R. (1996). Strategy as practice. *Long Range Planning*.