

INDEX

- Acceptability, 23
- Accounting, 64–65, 68
- Actions, 4–6, 82–84
- Actors, 26–27
 - in EuroCo and AsiaCo, 48
 - multiple points of view of, 154–155
 - organizational, 159–160
- Adaptation, 37, 47–48
 - of routines, 32–33
- Advisory system, 46
- Agencement, 36, 48
- Agile development routine, 37
- Alignment pattern, 58
- Archival data, 130
- Arrival (service episode), 84
- Artifacts, 91, 174
 - ecology of space, 176
 - representations of sub-routines, 24–25
 - robotics surgery in hospitals, 175–176
 - technological, 174–175, 186
- Artistic intent, 12
- Artistic team, 17
- AsiaCo, 32, 37–39
 - coordinators in, 42, 44–45, 48
 - flexible routine transfer, 43
 - organizational forms of, 40
- “Aufbruch 94”, 132, 139–141
- Automaticity, 192–193
- Aventis, 125, 130, 145
- Ballet
 - combination of sub-routines, 22–23
 - deconstruction into occupational sub-routines, 19–20
 - Kaguyahime*, 12, 17
 - production, 15
 - remounting, 12, 18–19
 - replication and context adaptation, 20–22
- Bariatric robotic surgery, 7
- BASF, 145
- Bayer, 145
- Beverages, 86
- Blending expertise, 200–201, 204
- Blockbuster model in Pharma, 144–145
- Boundaries, 87
 - and granularity, 93–95
 - and interfaces, 95–96
 - and patterning, 92–93
 - performing, 87–88
 - of routines, 80–81
 - theorizing, 88–89
- Bounded social settings, 176
- Business strategies, 138
- Canadian anti-human trafficking conferences, 105
- Chief executive officer (CEO), 130
- Choreographers, 12, 17–18, 20–22
- Coding system, 160
- Coercing, 106–107
- Cognitive consensus, 27
- Communication, 175
- Company builder”, 56–57, 59–60
- Compliance, 68, 72
 - routine, 61–62, 66
- Conceptualized organizational routines, 2
- Conflict, 206–208
 - conflicting perspectives, 166
- Consensus, 205–206
 - cognitive, 27
- Contextual constraints, 33
- Continuous innovation, room for, 69
 - creation of prototyping routine, 70
 - replicating prototyping routine in Ven12, 70–73
- Coordinating actors, 3
- Coordinating mechanisms, 176–177

- Coordinators, 33, 50
 - in AsiaCo and EuroCo, 42, 44–45, 48
 - reformulation, 48
 - role in responding and shaping
 - performative struggles, 36–37
- Corporate
 - corporate-wide hiring routine, 158
 - HRM policy change, 154
 - strategy, 138
- “Creating context” phrase, 83
- CT scanner technology, 102
- “CTO in residence”, 69, 71
- Culture, 23
- Customer validation
 - interviews, 72
 - sub-routine, 67
- Customization, 195
- Data collection process, 169
- Deal making at periphery of
 - corporation, 144
- Debriefing
 - deliberate reflective space with, 183–184
 - phase, 186
- Deceit, 103, 118
- Deceitful actors, 101
- Delta 139 flight (DL 139 flight), 84–85, 90–91
 - passenger service on, 85
- Delta Airlines, 84
- Design sprint workshop, 71
- Designer, 69
- Developer, 69
- Direct observation of sex workers and pimps, 105
- Disadvantaged workers, 155, 159–160
- Distancing routine (R01), 134–135, 137
- Diverse organization, 159
- Dutch Cleaners, 155–156, 158–159
 - action patterns identified at, 172
 - data sources, 160
 - senior management, 159
- Dutch employee insurance agency, 161–162
- Dyadic routine, 106
- Dynamic of sub-routines replication, 25
- “Ecology of space”, 174, 176
- Embodying routines, 33, 47
- Empirical data gathering, 175
- Empirical studies, 102
- Employees, lower-level, 157
- Enacting blending expertise to
 - overcome jurisdictional conflict, 204
 - holistic approach to resident care, 204–205
 - transforming autonomous
 - professional work, 206–208
 - validation and consensus, 205–206
- Enacting routines, 33
 - in practice, 46–47
- Enacting selective expertise to
 - overcome jurisdictional conflict, 202
 - selecting best treatment plan, 203–204
 - selecting information for referral, 202–203
 - selecting information to understand patient case, 203
- “Engineering freeze” process, 196
- Entrapment phases, 106
- Entrepreneurial agility, 134–138
 - in corporate contexts, 124
 - data analysis, 132–134
 - data collection, 130–132
 - executive management for, 125
 - key events and initiatives, 133
 - managerial enactment of strategizing routines, 126–127
 - mapping deal-making, 129
 - methodological approach, 128–134
 - research context, 128
 - routine dynamics and strategizing routines, 126
 - strategic moves, 143–145
 - strategizing routines, managerial enactment, and, 127–128
 - unit of analysis, 130
- Entrepreneurship, 56–57, 59

- ERP system, 157
- Ethnography, 102
 - observation context, 175
 - procedures, 37
 - study, 176–177
- EuroCo, 32, 37–39
 - coordinators in, 42, 48, 50
 - flexible routine transfer, 43
 - manager, 44–45
 - organizational forms of, 40
- Evaluating routine (R02), 134–135, 137
- Executive management, 124, 130
 - enactment of strategizing routines, 127
 - for entrepreneurial agility, 125
 - settings for executive management's routine enactment, 136
- Experimental spaces, 175, 185–186
- Experimenting routine (R03), 134–135, 138
- Exploratory interviews, 71
- Eye shades, 85–86

- First person accounts by trafficked women and pimps, 105
- First service (service episode), 84–85
- First-hand accounts, 105–106
- Formal project agreement, 39
- Franchising businesses, 58
- Freezing key screens and sub screen development, 72
- Fundraising, 64, 68

- Gap analysis, 42
- Gastric bypass surgical team, 174
- General medical practitioner (GP), 193, 202
- Generativity of actions, 6
- Geriatric medicine, 198
- Geriatrician, 205
- German Hoechst Corporation, 125, 128
- Granularity, 93–95
- Green field organization, 157
- Grooming, 106–107
 - being friends allowed pimp to introducing actions, 109
- Hard coercing, 107
 - being boyfriend pimp/willing sex worker, 111–115
- Headsets, 85–86
- Health professionals, 207–208
- Healthcare, 193
- “High Chem”, 137
- Hiring, 71
 - disadvantaged workers, 167–168
 - routine, 161
- Hoechst's strategy, 125, 138, 145
- Holistic approach to resident care, 204–205
- Hospitals, robotics surgery in, 175–176
- Hot towels, 85–86
- HRM
 - HR/recruiting, 68
 - implementation process, 168–169
 - managers, 164
 - policy, 154
 - professionals, 159, 161–163
- Human trafficking, 104

- Improvement pattern, 58
- Inclusive organization, 159
- Individual businesses, 138
- Inductive approach, 15, 199
- Information communication technologies (ICTs), 192, 198
- Infrastructure, 64–68, 74
- Innovation, 2, 24, 56
 - despite-or-based upon replication, 59–60
 - in early stage, 67
 - for replication, 27
 - response, 22
- Inter-organizational routine transfer, 32
- Interdependency, 3–4, 22, 26, 79, 206–208
 - within and between routines, 79–80, 82–83, 90–91, 94
 - behavioral definitions, 82
 - bird's eye view, 81
 - boundaries, 87–89
 - performative perspective on, 81–83
 - routine work, 207–208

- traditional conceptions, 80
 - trans-Atlantic passenger service, 83–87
- Interfaces, 95–96
- Intermediaries, 56
- Interprofessional routine work, 194
- Interviewees, 131–132
- Interviews, 64
- Invision, 72
- Jurisdictional conflict, 192
 - enacting blending expertise to overcome, 204–206
 - enacting selective expertise to overcome, 202–204
 - over resident care, 201–202
- Jurisdictional disagreements, 209–210
- Kaguyahime*
 - ballet, 17–18
 - remounting of, 12–13, 16
- Key screens
 - freezing, 72
 - high-level, 71–72
- Knowledge, 175
 - transfer, 13
- KP artistic team, 19–23, 25–26
- Laparoscopy surgery, 177–178
- Laparoscopy surgery, 177–178, 183
- Learning Lab Denmark (Rerup and Feldman), 157
- Les Grands Ballets Canadiens de Montréal (LGBCM), 12, 15–17, 19–20
- “Life Sciences” model, 137, 145
- Line managers, 161, 163–164
- Managerial enactment of strategizing routines, 125–128
 - setting S01_editing and referencing policy paper, 139–141
 - setting S02_installing dedicated business assessment “task force”, 141–143
- in specific settings, 138–143
- Managing Directors (MD), 70
- Market research, 71
- Marketing and sales, 68
- Materiality, 23
- Meals distribution in flight, 86
- Menus in flight, 84–86
- Meta-routine, 22–23, 27
 - as routine of transfer, 18–19
- Micro-innovations, 21
- Micro-level analysis, 24
- Middle-level managers, 161, 165
- Mini-invasive surgery, 175
- Multiple points of view, 6
 - of actors, 154–155
 - in creation of routines, 155, 158
- Multiple professionals’ expertise, 208
- Multiple regional business units, 158
- New hiring routine, 161
 - conflicting perspectives, 166
 - HRM professionals’ perspective, 161–163
 - line manager’s perspective, 163–164
 - middle-level manager’s perspective, 165
- Non-envisioned routine creation
 - action patterns identified at Dutch Cleaners, 172
 - data collection and analysis, 159–160
 - emergence of new hiring routine, 161–166
 - findings, 160
 - hiring disadvantaged workers, 167
 - limitations and future research, 169
 - methods, 158
 - multiple points of view in creation of routines, 158
 - organizational members, 168
 - theoretical background, 156–158
- Non-invasive technology, 102
- Non-negotiable quality standards, 42
- Non-robotic surgery, 183
- Non-verbal
 - communication, 182
 - exchanges, 175
 - interaction, 180

- Novelspeed, 60–61, 63, 67
 - coworking space, 66
 - senior product manager, 69
 - ventures, 62, 68
- Novelty generation, 4–6
- NVivo 11 software, 16
- Occupational subculture, 22
- OilCo, 35
- Ontological security, 181
- Organization(al), 34–35, 154
 - actors, 159–160
 - “black box”, 174
 - design as practice, 96
 - interpretive schemata, 26
 - members, 168
- Organizational routines, 1, 56, 154–156, 168–169, 174
 - creation and recreation of, 156–158
- Ostensive aspect of routines, 14, 194
- Ostensive level of routines, 175–176, 185
- Ostensive patterns, 58–59
- Participants
 - contributions, 167–168
 - in routines, 89, 156
- Participation Scale, 159
- Patterning, 4, 92–93
- Performative struggles, 48
 - coordinators role in responding and shaping, 36–37
 - initial conditions and, 39–42
 - responses to, 42–47
 - and tension during experimentation, 181–183
- Performative/performativity, 82, 194
 - aspect of routines, 14
 - level, 175–176
 - perspective on interdependence, 81–83
- Perimeter Regional Police, 104
- Personal expertise, 195
- Photoshop, 72
- Pimps, 104, 107
- Playbook, 71
- Policymakers’ approach, 167
- Practice theory, 2
- Practice-based understanding of routines, 192–193
- Practitioners, 178, 185–186
- Pre-arrival (service episode), 84
- Primary surgeon, 180
- Process approach, 106
- Product concept, 65, 69
- Product manager, 69
- Professional expertise, 193, 195–197
- Professional expertise in routine dynamics, 194–195
- Professional practice, 197
- Professional service environments, 192
- Prototype, 69
- Prototyping routine (*see also* Strategizing routines), 61, 64, 67, 69
 - creation, 70
 - replicating prototyping routine in Ven12, 70–73
- Quality control system, 32, 39–40
- Quality management system, 157
- Radical strategic moves transforming corporate strategy, 144–145
- Re-assembling routine (R04), 134–135, 137–138
- Recognizability of routines, 89
- Recruitment, 162
 - routine, 62, 64, 106–107
 - and selection tasks, 164
- “Reflective space”, 7, 176, 181
- “Relational bridge”, 7
- Relational expertise, 193, 206–208
- Remounting of ballet, 18–19
- Repetitiveness of routines, 89
- Replicatee, 25
 - representatives of replicatee community, 17–18
- Replication, 56
 - coding scheme, 65
 - and context adaptation, 20–22
 - data analysis, 63–66
 - data collection, 62–63
 - dilemma, 13–14

- dynamics in routine replication, 58–59
- findings, 66–73
- innovation, 59–60, 67
- of intent, 15
- phenomena, 12
- by principles, 14–15
- research context and methods, 60–66
- room for continuous innovation, 69–73
- routine dynamics theorization of, 2–3
- of routines, 56–60
- strategy, 12
- by template, 14
- theory, 50
- unit of analysis, 61–62
- whole venture building process, 66–67
- Replicator, 25, 56
 - representatives of replicator community, 17–18
- Research on Canadian sex trafficking, 105
- Residential aged care facilities (RACFs), 193, 197
- River City Police, 104
- Robotic surgery, 174–176
 - bariatric surgeries, 176–177
- Robotic technology/system, 7, 177
 - new interactions with, 178–180
- Roles
 - behavior, 102, 117
 - in film projects, 101–102
 - negotiations, 102
 - transitions, 108
- Romeo pimps, 100
 - being boyfriend pimp/willing sex worker, 111–115
 - being boyfriend/girlfriend allowed pimp to introducing actions of soft coercing, 109–111
 - being friends allowed pimp to introducing actions of grooming, 109
 - data analysis, 106–108
 - data collection, 104–106
 - data sources, 105
 - deceit, 103
 - engaging with strangers to initiating actions of recruiting, 108–109
 - findings, 108–115
 - methods, 103–108
 - research context, 104
 - roles and routines, 101–102
 - routine, 100, 117
 - theoretical background, 101–103
- Routine dynamics, 1–2, 7–8, 34, 80, 90, 92, 95, 100, 116, 126, 154, 156, 158, 193–194, 208
 - action and generation of novelty, 4–6
 - creation and recreation of organizational routines, 156–158
 - and emergent patterns of action, 156
 - interdependence, 3–4
 - replication and transfer, 2–3
 - research program, 124
 - technology and sociomateriality, 6–7
 - understanding professional expertise in, 194–195
- Routine transfer, 13
 - dynamics, 37
 - flexible, 43, 50
- Routine(s), 32, 34, 56, 101–102, 154–155, 174
 - boundaries, 80–81
 - creation, 57–60
 - data analysis, 177
 - debriefing phase, 186
 - deliberate reflective space with debriefings, 183–184
 - embeddedness, 13
 - emergence, 107–108, 118
 - experimental spaces, 185
 - experimenting with artifacts, 175–176
 - interdependence within and between, 79–80, 82–83, 90–91, 94
 - methodology, 176–177
 - new interactions with robotic system, 178–180
 - participants, 89, 156
 - performances, 88–89

- performative struggle and tension
 - during experimentation, 181–183
- replication, 24, 57–60
- scholars, 192–193
- team work in traditional laparoscopy surgery, 177–178
- technological artifacts, 184
- as truces, 195–196
- wider network, 87
- Routines transfer theories
 - artifactual representations of sub-routines, 24–25
 - data coding and analysis, 16–17
 - dialogical relationship between replicator and replicatee, 25–26
 - findings, 18
 - literature review, 13–15
 - materiality and culture, 23
 - methodological approach, 15
 - presentation of work field, 17–18
 - remounting of ballet, 18–23
 - remounting of *Kaguyahime*, 12–13
 - research on routines replication, 24
 - research process, 15–16
- Screen development sub-routine, 67
- Selective expertise, 200–201
- Semi-structured interviews, 63, 105, 130, 132
- Serial entrepreneurship, 56, 66, 73
- Settling in (service episode), 84
- Sex trafficking in Canada, 104
- “SGL Carbon”, 144
- Situational agencement, 36
- Six Sigma, 36
- Snowballing techniques, 155, 160
- Socio-materiality, 14
- Sociomateriality, 6–7
- Soft coercing, 107
 - being boyfriend/girlfriend allowed pimp to introducing actions, 109–111
- Stakeholders, 48
- Standard operating procedures (SOPs), 41
- Standardization, 195
- Strategizing routines (*see also* Prototyping routine), 124, 130, 134–138
 - corporation, 130
 - managerial enactment, 125–128, 138–143
- Strategy
 - business, 138
 - corporate, 138
 - Hoechst's, 125, 138, 145
 - replication, 12
 - research, 124
 - strategy-as-practice research program, 125–126, 146–147
- Task accomplishment, relational turn in, 195–197
- Task force, 141–143
- Team work in traditional laparoscopy surgery, 177–178
- Tech, 71
- Technological artifacts, 174–175, 186
- Technology, 6–7
 - non-invasive, 102
 - robotic, 7
 - technology-mediated work, 207–208
- Technology-mediated service settings
 - conceptual background, 194
 - data collection and analysis, 198–200
 - enacting blending expertise to overcome jurisdictional conflict, 204–206
 - enacting selective expertise to overcome jurisdictional conflict, 202–204
 - expertise, 195–197
 - findings, 201
 - jurisdictional conflict over resident care, 201–202
 - research context, 197–198
 - understanding professional expertise in routine dynamics, 194–195
- Telehealth, 7, 198
 - routines, 202

- Template logic, 36
- ThreadNet*, 93–94
- Traffickers, 104
- Trans-Atlantic passenger service, 83
 - beverages, 86
 - on Delta 139, 85
 - distribution and collection, 86–87
 - headsets, eye shades, menus, and hot towels, 85–86
 - meals distribution, 86
 - menu card for trans-Atlantic flight, 84
 - wider network of routines, 87
- Transcribed interviews, 16
- Transfer (*see also* Routines transfer theories), 14
 - routine dynamics theorization of, 2–3
 - transfer-as-adaptation, 35–36, 43, 47, 50
 - transfer-as-replication, 32, 35, 47
- Transferring routines, 47
 - case and method, 37
 - case of EuroCo and AsiaCo, 47–48, 50–51
 - coordinators role in responding and shaping performative struggles, 36–37
 - data collection and analysis, 37–38
 - findings, 38
 - initial conditions and performative struggles, 39–42
 - literature, 34
 - across multiple boundaries, 32–33
 - multiple dimensions, 49
 - performative struggles and responses during transferring, 34–36
 - responses to performative struggles, 42–47
 - simplifies model of flexible routine transfer, 50
- Transforming autonomous professional work, 206–208
- Trash collection, 87
- Trial and error processes, 155, 158
- “Truce”, 195–196
- Unburdening mechanism, 57, 67
- Unidirectional interactions, 200
- Validation, 205–206
- Ven01, 61, 67, 69–70, 72
- Ven12, replicating prototyping routine in, 70–73
- Verbal communication, 182
- Videoconferencing system, 198
- Visual data structure, 38
- Whole venture building process, 66–67
- Wireframes, 71–72
- Woman role sets, 107