

# Curriculum vitae

**Saku Mantere**

## Contact:

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## Personal details:

Born April 3rd, 1974

Married, Two children

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## Academic degrees:

- **PhD** (Doctoral dissertation accepted with grade "*with distinction*")  
Helsinki University of Technology, department of industrial engineering and management  
major: work psychology and leadership
- **Master of Arts**, qualified to teach in high school and secondary school  
Helsinki University, faculty of humanities  
major: theoretical philosophy
- **Master of Science in Engineering** (Master's thesis accepted with grade 5 "excellent")  
Helsinki University of Technology, department of telecommunications  
major: cognitive technology

## Current position:

- **Professor**, Management and Organization, Hanken Business School, Helsinki, 1.3.2010-.

## Affiliate positions:

- **Adjunct professor (docent)**, qualitative methods and philosophy of science in organization studies, Helsinki University of Technology, 2006-2010.
- **Adjunct professor (docent)**, organizational communication, University of Helsinki 2007-.
- **Affiliate professor**, Rouen Business School, 2009-

#### **Positions of responsibility:**

- **Member of the board**, Aalto University Foundation (second largest university in Finland), 2008-
- **Associate editor**, Scandinavian Journal of Management, 2009-.
- **Editorial board member**, Journal of Management Studies, Journal of Change Management
- **Co-editor**, Journal of Management Studies special issue on Strategy and Discourse, 2009-2010.
- **Ad hoc reviewer** for Academy of Management Journal, Organization Science, Organization Studies, Journal of Management Studies, Human Relations, Long Range Planning, Journal of Organizational Change Management, British Journal of Management and Scandinavian Economic History Review.
- **Co-convenor**, EGOS Standing Working Group on Strategy as Practice, 2008 in Amsterdam (with Martha Feldman, Ann Langley and David Seidl), and 2009 (with Julia Balogun and Paula Jarzabkowski)
- **Treasurer**, Academy of Management Special Interest Group on Strategy as Practice.

#### **Funding received**

- **225 000 €** project funding (with Eero Vaara and Virpi Hämäläinen) for "Strategy as Dialogue", a consortium between Hanken and TKK from the Finnish Work Environment Fund (Työsuojelurahasto), 2007-2009
- During 2004-2006, leader of the STRADA program, with a turnover of **1 M€** which consisted of a 200 000€ project grant from the Finnish Work Environment Fund (Työsuojelurahasto), 287 000€ from the Finnish Government TYKES development program, as well as Academy of Finland graduate school funding and firm funding

#### **Awards**

- **SO!What award** (Best paper award for the journal *Strategic Organization*), 2010
- **MBA lecturer of the year** (University of Oulu eMBA program), 2009
- **Hanken teaching award**, 2007 (5000 €)
- Winner, (with Pekka Aula). **Pro Oeconomia award** (20.000€) for the best business book in Finland 2005-2006.

#### **Memberships in company boards**

- Member of the executive board, Lyyra Oyj, 2008-2009

#### **Positions held in not-for-profit organizations**

- President, Helsinki University of Technology Student Union, 1998
- Member of the executive board, the Finnish Student Health Service 2000-2001
- Member, The Finnish Association of Graduate Engineers ethics committee, 2004-
- Vice-chairman, Nyyti ry, (association for preventive mental health for students), 2007-
- Vice-president, communications director, Helsinki University of Technology Student Union, 1997
- President, Nyyti ry (association for preventive mental health for students), 1998
- Member of the board of trustees, World Wildlife Fund Finland, 1998-2004
- Member, Ethics Working Group, European society for engineering education (SEFI)
- Member, industrial engineering and management department council, HUT, 2002-2004.

### **Previous work experience**

- Professor (acting), Management and Organization, Hanken Business School, Helsinki, 1.8.2006-31.7.2010.
- Research director and senior lecturer, laboratory of work psychology and leadership, Helsinki University of Technology: 2003-2006
- Researcher, STRADA-project, laboratory of work psychology and leadership, Helsinki University of Technology: 2000-2003
- Lecturer, laboratory of work psychology and leadership: part-time, 2001-2003
- Design and implementation of the Technology ethics database for The Finnish Association of Graduate Engineers, summer job 1998
- Part time teaching assignments during University studies 1994-2000 (high school, guitar tuition)
- Multiple summer jobs during high school

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### **Teaching (see teaching portfolio)**

# Publications

## List of principal publications

Saku Mantere

### Papers published in international journals with referee practice

1. Ketokivi, M. & **Mantere, S.** (2010) Two Strategies for Inductive Reasoning in Organizational Research. *Academy of Management Review* 35 (2).
2. **Mantere, S.**, Schildt, H. & Sillince, J.A.A. The Reversal of Strategic Change. Conditionally accepted to be published in the *Academy of Management Journal*, 2010.
3. **Mantere, S.** & Vaara, E. (2008). On the problem of participation in strategy: A critical discursive perspective. *Organization Science*, 19, 341-358.
4. **Mantere, S.** (2008). Role Expectations and Middle Manager Strategic Agency. *Journal of Management Studies*, 45, 294-316.
5. **Mantere, S.** (2005) Strategic practices as enablers and disablers of championing activity. *Strategic Organization* 3 (2): 157-184.
6. **Mantere, S.**, Sillince, J.A.A. & Hämäläinen, V. (2007) Music as a Metaphor for Organizational Change. *Journal of Organizational Change Management*, 20(3): 447-459.
7. **Mantere, S.** & Sillince, J. (2008) Strategic Intent as a Rhetorical device. *Scandinavian Journal of Management*, 23: 406-423.
8. **Mantere, S.**, Pajunen, Pajunen, K & Lamberg, J. (2009): Vices and Virtues of Corporate Political Activity. *Business and Society*, 48: 105-132.

### Monographs

9. Aula, P. & **Mantere, S.** (2008) *Strategic Reputation Management*. New York: Routledge.
10. Aula, P. & **Mantere, S.** (2005) *Hyvä yritys: Strateginen maineenhallinta*. Porvoo: WSOY. **Won the 20.000€ Pro Oeconomia prize for best Finnish business book for 2005-2006.**

### Book chapters

11. **Mantere, S.** Strategy Practice as a Form of Life: A Wittgensteinian Perspective on Studying Strategy-as-Practice. Forthcoming in D. Gorsorhki, L. Rouleau, D. Seidl & E. Vaara (eds.) *Cambridge Handbook of Strategy as Practice*. Cambridge: Cambridge University Press.
12. Carlsen, A. & **Mantere, S.** (2007) Pragmatism. In S.R.Clegg and J.R. Bailey (eds.) *International Encyclopedia of Organization Studies*. London: Sage.

### Dissertation

- 13.** Mantere, S. (2003) Champion, citizen, cynic? Social positions in the strategy process. *Industrial Management and Work and Organizational Psychology* Dissertation Series No 5. Espoo: Helsinki University of Technology.

## Publications, cont'd

### Monographs

- 14. Mantere, S., Hämäläinen, V., Aaltonen, P., Ikävalko, H. & Teikari, V. (2003)** *Organisaation strategian toteuttaminen*. Helsinki: Edita.
- Fourth, extended edition published in 2006.

### Book chapters

- 15. Mantere, S. (2008)** Strategian viestintä, strategiaviestintä, viestintästrategia, strateginen viestintä? Kun organisaatioviestintä jäi strategian jalkoihin. In P. Aula (ed.) *Kivi vai katedraali: Organisaatioviestintä teoriasta käytäntöön*. Helsinki: Infor.
- 16. Aula, P. & Mantere, S. (2006)** Puolustusvoimien mainestrategia: Hyökkäys vai puolustus? 33-44 In Huhtinen, A. & Rantapelkonen, J. (eds.) *Sirpaleita sotilaskulttuurin rajoilta*.

### Articles in international scientific conferences with referee practice

- 17. Mantere, S., Schildt, H. & Sillince, J.A.A. (2009)** Managing False Starts: Managerial Sensegiving and Sensebreaking in Response to an Interrupted Strategic Change Effort. Presented at the Academy of Management Meeting, Chicago, August, 2009. Presented at the EGOS - European Group for Organization Studies Colloquium in Barcelona, July 2009.
- 18. Vaara, E., Jacobs, C. & Mantere, S. (2009)** Why do Some Strategic Ideas Take on and Others not? Towards an Integrative Discursive Framework.
- 19. Küpers, W., Mantere, S. & Statler, M. (2008)** Narrating Strategy: A phenomenological inquiry into storytelling practices. Presented at the Academy of Management Meeting, Anaheim, August, 2008.
- 20. Mantere, S. & Whittington, R. (2008)** Becoming a strategist: Senior manager sensemaking. Presented at the Academy of Management Meeting, Anaheim, August, 2008.
- 21. Mantere, S. & Whittington, R.** Becoming a strategist. Senior manager trajectories. Presented at the EGOS - European Group for Organization Studies Colloquium in Vienna, July 2007.
- 22. Mantere, S. & Aula, P. (2006)** Strategy-as-tragedy? Narrative Construction of Strategy failure. Presented at the EGOS- European Group for Organization Studies Colloquium in Bergen, July 2006.
- 23. Mantere, S. & Vaara, E. (2005)** Strategy as metaphor: a critical analysis of the discursive construction of strategy talk. Presented at the Academy of Management Conference in Honolulu, August 2005.
- 24. Mantere, S., Pajunen, K. & Lamberg, J. (2005)** Virtues of politically active firms. Presented at the Academy of Management Conference in Honolulu, August 2005.

25. **Mantere, S.** & Aula, P. 2004 Stories of Strategy Failure. Presented at the Academy of Management Conference in New Orleans, August 2004.
26. **Mantere, S.** & Vaara, E. (2004) Metaphors as discursive practices, Presented at the 20th EGOS- European Group for Organization Studies Colloquium in Ljubljana, July 2004.
27. **Mantere, S.** (2003) Champions of the strategy process. A structuration viewpoint. Presented at the 19th EGOS - European Group for Organization Studies Colloquium, July, 2003, Copenhagen, Denmark.
28. **Mantere, S.,** Sillince, J. & Hämäläinen, V. (2002) The music of organizational identity transformation: a toolbox for change composers. Presented at the 18th EGOS Colloquium, Barcelona, Spain, July, 2002.
29. Arenius, P.& **Mantere, S.** (2004) Language of Strategy in the creation of social capital. Presented at the Academy of Management Conference in New Orleans, August 2004.
30. **Mantere, S.** & Martinsuo, M. (2001) Adopting and questioning strategy: exploring the roles of cynicism and dissent. Presented at the 17th EGOS Colloquium, Lyon, France, July 5-7, 2001.

#### Other working papers

31. Sillince, J.A.A. & **Mantere, S.** Belief justification practices as an organizational resource. HUT Work Psychology and Leadership Working Paper 1/2006.

#### Edited books:

32. **Mantere, S.** (ed) (2000) Globalisaation eettiset haasteet. Helsinki: Tekniikan Akateemisten Liitto TEK.

#### Research reports

33. Suominen, K., Aaltonen, P., Ikävalko, H., Hämäläinen, **Mantere, S.** (2007) Voimaa verkostosta! Verkostomaisen kehittämisen käsikirja. Tykes, raportteja 56. Helsinki: Työministeriö.
34. Aaltonen, P., Ikävalko, H., **Mantere, S.,** Teikari, V., Ventä, M. & Währn, H. (2001) Tiellä strategiasta toimintaan. Research report. Helsinki: Teknillinen korkeakoulu.
35. Suominen, K., Aaltonen, P., Ikävalko, H., Hämäläinen, V. & **Mantere, S.** (2007) *Voimaa verkostosta. Käsikirja kehittämisverkostojen toteuttamiseen.* TYKES raporttisarja, 53.

#### Book reviews

36. Olson, N., Perkins, S.J., **Mantere, S.,** Üsdiken, B. & Wexler, M. (2004) Special Book Review: H. Tsoukas and C. Knudsen (eds.), *The Oxford Handbook of Organizational Theory – Meta Theoretical Perspectives* and J. A. C. Baum (ed.), *The Blackwell Companion to Organizations. Organization Studies*, 25: 489-500.

Articles in non-referee journals and business magazines

37. **Mantere, S. & Aula, P.** (2007) What is a Company of Good? *Profile* 2/2007.
38. **Mantere, S.** (2007) Voiko työntekijää enää sortaa? *Työn Tuuli* 1/2007, pp. 6-7.
39. Sillince, J.A.A. & **Mantere, S.** (2006) Negotiating responsibility in strategy implementation. *The ICFAI Journal of Business Strategy*, September 2006, pp.40-64.
40. Aula, P. & **Mantere, S.** (2006) Kuluttaja ratkaisee yrityksen hyvyden. *Talouselämä* 11/06.
41. **Mantere, S.** (2006) Onko vastuullinen liiketoiminta pelkkä vitsi? *Kuluttaja* 1/2006.
42. **Mantere, S.** (2005) Onko hyvää yritystä olemassa? *Tekniikan Akateemiset* 8/2005.
43. Aula, P. & **Mantere, S.** (2005) Hyvä yritys on ristiriitainen käsite. *Helsingin Sanomat*, Vieraskynä 4.11.2005.
44. **Mantere, S.** (2005) Kohti kurittomampaa elämää. *UraFokus* 2005.
45. **Mantere, S.** (2005) Turmeleeko johtajakoulutus "jalon villin?" *Maine* 2/2005.
46. **Mantere, S. & Vaara, E.** (2005) Strategia tekee johdosta organisaation sielun. *Talouselemä* 41/2005.
47. Aula, P. & **Mantere, S.** (2005) Miksi strategiat epäonnistuvat? *Bisnes.fi* 61.
48. **Mantere, S.** (2003) Yksilöt strategiaprosessissa. *Työelämän tutkimus* 2/2003, ss. 34-37.
49. **Mantere, S.** (2001) Hiljaista tietoa etsimässä. *Kanava* 2/2001, ss.102-105.
50. **Mantere, S.** (2001) Pitäisikö muutosvastarinta nujertaa – vai onko se voimavara? *Yritystalous* 2/2001, ss. 32-34.
51. **Mantere, S.** (2001) Hiki pintaan strategian viestinnässä. *Yritystalous* 4/2001, ss. 40-42.
52. **Mantere, S.** (2001) Strategia ja arkipäivän merkitykset. *Työn tuuli* 1/2001, ss. 16-20.
53. Aaltonen, P., Ikävalko, H., **Mantere, S.** & Ventä M. (2001) Tie strategiasta toimintaan - työpsykologinen tutkimus strategian toimeenpanosta. *Työelämän tutkimus* 1/2001, ss. 8-11.
54. **Mantere, S.** (2001) Jerry Fodor, ajattelun kielen isä & Ajattelusta on vaikea tehdä normaalitydettä. Jerry Fodorin haastattelu. *Niin & Näin* 2/2001.
55. **Mantere, S.** (2000) Eikö sana kuulu? Strategian toimeenpanon haaste. *Yritystalous* 6/2000, ss. 26-29.
56. **Mantere, S.** (1999) Virtuaalitetokanta ammattietiikan työvälineenä. Teoksessa Myyry, L. (toim.) *Ammattietiikka yliopistoissa: Eväitä työelämään*. Helsingin yliopisto: Sosiaalipsykologian laitos.
57. **Mantere, S.** (1998) Muttereita, bittejä ja moraaliarvoja - ammattietiikan opetuksesta Teknillisessä korkeakoulussa. *PedaForum* 1/1998.