

Ian Clarke (University of Edinburgh) and Ruth Wodak (University of Lancaster)

## **Micro-level discursive strategies for constructing shared views around strategic issues in team meetings**

[Ian.clarke@ed.ac.uk](mailto:Ian.clarke@ed.ac.uk); [r.wodak@lancaster.ac.uk](mailto:r.wodak@lancaster.ac.uk)

Management scholars have explored how certain actors in meetings – especially leaders – shape social processes of interaction and use different linguistic ploys, as methods, to affect how sense is made of strategic issues. Less attention has been paid to interactions between members of the team as a whole and the repertoire of discursive strategies, or goal-directed behaviours, that they deploy to create shared views around issues. We analyse rare empirical episodes of team discussions of strategic issues in board meetings to inductively conceptualise how this is achieved. We do this by deploying the Discourse-Historical Approach (DHA) to critical discourse analysis (CDA), an approach ideally suited to the task but not used in management. We reveal five discursive strategies teams use to develop shared views around strategic issues (Re/defining, Equalising, Simplifying, Legitimizing, and Reconciling) and demonstrate how they are skilfully operationalised through a range of linguistic ploys or means.

*Ian Clarke is Professor of Strategy and Dean of University of Edinburgh Business School. He has held chairs at Lancaster, Sheffield, Durham and Glasgow. He is a Senior Fellow of the UK Advanced Institute of Management Research (AIM), and has been a member of the Executive of the British Academy of Management, including roles as its Chair and President. He is a member of the Executive of the Association of Business Schools, a Fellow of the Chartered Institute of Marketing, and an Academician of the Academy of Social Sciences (AcSS). His research focuses on the discourse of senior management teams, their sense-making and decision-making processes. His work has been published widely in leading journals, including Journal of Management Studies, British Journal of Management, Human Relations and European Journal of Marketing. Prior to academe, he worked as a strategy consultant within TESCO PLC.*

*Ruth Wodak has been Distinguished Professor of Discourse Studies at Lancaster University since 2004 and has remained affiliated as Full Professor of Applied Linguistics to the University of Vienna. She has held many visiting professorships, at Uppsala University, Stanford University, University of Minnesota, University of East Anglia and Georgetown University. In 2008, she was awarded the Kerstin Hesselgren Visiting Chair of the Swedish Parliament at Örebro University. Among other prizes, she was awarded the Wittgenstein Prize for Elite Researchers in 1996 and an Honorary Doctorate from Örebro University in 2010. She is member of the Academia Europaea since 2010 and of the British Academy of Social Sciences since 2013. Her research focuses on discourse analysis; language and/in politics; identity politics and politics of the past; prejudice and discrimination; and ethnographic methods of linguistic field work. See [www.ling.lancs.ac.uk/profiles/265/](http://www.ling.lancs.ac.uk/profiles/265/) for information on recent publications and ongoing projects.*