

Gender and Diversity in Organizations

A division of the Academy of Management

Winter 2002 Newsletter · Mary E. Graham, Clarkson University, Editor

A Message from the Chair ...

Ellen Ernst Kossek, Michigan State University

Dear GDO Members:

My message to you during this holiday season includes substance related to formal GDO activities and a personal reflection on post Sept. 11. I would like to invite you to also consider please sending in any personal reflections on Sept. 11 to Mary Graham (grahamm@clarkson.edu) and we will include as many as we can in the next GDO newsletter.

All of you should have received a ballot by now from my secretary Suzanne Ballard regarding the proposed change to electronic balloting. A number of ballots have come back to us which means that your Academy of Management address is out of date, and you should send the main Academy office an email to update your address, or you can do so via the academy website: <http://www.aom.pace.edu>. If you did not get a ballot and want one, contact my secretary immediately (Suzanne Ballard at ballar33@msu.edu). She will send you a ballot if she hears from you by December 15.

Please do submit to the program this year as the more submissions, the more GDO time we receive. Elizabeth Cooper, Program Chair (ecooper@uri.edu) is awaiting your submission and I am also sure would welcome additional volunteers to review. Reviewing provides an additional opportunity to possibly be invited to be on the program as a chair or discussant. Please also consider nominating a GDO member for a Service Award. Contact Marian Ruderman of the Center for Creative Leadership to make a nomination: ruderman@leaders.ccl.org. Or nominate someone who has influenced you in your work and in your opinion made an outstanding achievement to the field for the Scholarly Achievement award. Tony Butterfield of University of Massachusetts is Chair of the committee and can be sent nominations at dabutter@mgmt.umass.edu. September 11 has made painfully clear to me how important it is to recognize and tell individuals we appreciate their work and contributions. Also consider inviting your doctoral students who have recently completed a dissertation to the program and have them please note on their submission that the paper they are submitting is based on a dissertation completed during 2001. Jan Cleveland of PennState is Chair of the Best Paper based on a Dissertation Award committee and can answer questions (jnc10@psu.edu).

Thanks to Mary Graham, Newsletter Editor for doing a superb job.

Below is my personal essay which I would like to share. I offer it in the hope of spurring meaningful dialogue among us during this challenging time.

Best wishes,

Ellen Ernst Kossek, DO Division Chair, Michigan State University

Reflections on Post Sept. 11th and Work Life Integration ...

Ellen Ernst Kossek, Michigan State University

As a professor, I have spent a good part of the past decade and a half researching the issue of work-life integration and teaching graduate students and managers about issues of stress, work-family conflict, strategy, and organizational change. I believe that the events of Sept. 11 have fundamentally transformed the meaning of work-life integration in America. A popular employer strategy before Sept. 11th was to make the workplace a haven, as many high technology companies have done to try and encourage employees to work longer hours and spend more time away from family. Increasing attempts were made by management to try to replace parts of home and neighborhood at the workplace. Banking and exercise facilities, home cooked meals, child care centers were all located at the worksite in order to usurp competing attention and minimize the parts of our lives devoted to nonwork interests. Yet Sept. 11 has made painfully clear the fragility of life and that the workplace cannot replicate what makes home, "home": family and loved ones.

In fact, too open systems between home and work can be bad. My sister works for the U.S. Senate's General Counsel. Her youngest child is in a Senate day care center with children of some of Senator Daschle's staffers who work in the same area. In response to several worried phone calls, she assured me that the ventilation system for the child care center on the Hill is different from the one for Senator Daschle's office. My brother also works in downtown D.C. a few blocks away at Georgetown University Law center. He assured me in his brotherly fashion that there is nothing to be worried about, yet it is difficult to think that a few blocks is a world away from the Capitol Hill Anthrax scandal. My mother, a retired psychologist volunteered with the American Red Cross at Ground Zero for several weeks. My in-laws who are at or approaching 80 years old live in Boca Raton where the first Anthrax death was found. My children and husband live in the Lansing region, where the main producer of the antidote for Anthrax is located. Even without losing a loved one in the attacks, many members of my family were intimately involved with the post attack aftermath. It was not something that I could forget about by going to the movies or playing with my children, despite the cajoling of national leaders for normalcy.

September 11th's events makes career driven professionals (myself included) painfully clear of the fragility of life and the fact that one never knows when one's life will end. Many professionals are likely to sacrifice family for career in the short run with the elusive dream that someday this will all pay off and they will reverse the equation to finally give more attention to family. For those who died in the Pentagon and World Trade Center, the hijackings (or even the supposed safe U.S. post offices), that someday will never come.

My advice to employers post Sept, 11th is to first recognize that the days of large corporate palaces where all employees and human capital is cluster in one location are over. Second, though many firms have rushed to telecommuting arrangements in order to make makeshift offices or give workers a feeling of security. I would advise them of a slippery slope here. Working at home requires great individual self discipline and self management skills that many employees may not have. It can also increase feelings of depression and isolation, which is NOT something we want to

promote in our workforce today. Managers and co-workers and customers also are sometimes unsure how to make this arrangement work, unless they are trained and learn supportive organizational cultural behaviors. Family members also may be confused. Take the child who sees Mom and Dad at the home office. S/he may be perplexed by requirements to not make any noise at home and send an email to ask to go play at a friend's house. Rushing to these new arrangements creates ambiguity in corporate and family culture and diffuses it and fragments us at a time when many of us need social support and to come together. Third, I would advise employees and employers to take more time to celebrate family and lives outside work. In the long run, this helps to create a healthier and richer society.

Ellen Ernst Kossek is a Professor at Michigan State University's School of Labor and Industrial Relations. She holds a Ph.D. from Yale and is co-authoring a book for Harvard Business School Press on workplace flexibility. Wishing to celebrate and recognize her family, she has four children (ages 7-16), has been married to the same man for nearly 20 years, and has all four immediate parental or in law elders still part of her life.

A Message from the Program Chair...

Elizabeth Cooper, University of Rhode Island

Happy Holidays everyone! Submissions are starting to come in and I'm very excited about the program. I know some of you are concerned about using the U.S. Postal service, so I would recommend using FedEx or some other carrier. As of today, please only send one copy of the paper plus a diskette. In addition, I am trying to get set up to accept on-line submissions! So please recheck special instructions before you submit.

As the deadline approaches, I would like to encourage everyone in the Division to be involved in the 2002 Academy of Management program. Denver, Colorado is a wonderful setting, even in August when there is no skiing! The theme this year is 'Building Effective Networks.' Networking has often occurred within homogeniec groups. GDO knows we need to focus on how to network in a diverse workplace. I am looking forward to some exciting proposals! Also, please contact me if you would like to serve as a discussant, facilitator and/or reviewer. Just send me an email with your area of expertise!

Don't hesitate to be creative, both in your work and proposal! I am very open to non-traditional presentations and programs. So I hope you will consider submitting your work to the Division for presentation at the meeting this year. The submission deadline is January 4, 2002, and

it is coming up faster than you think! The electronic pages are up and running. You need to submit an abstract and receive a number. The paper comes to me. (I'm not sure I understand this much better than you do!) Please don't hesitate to contact me online: ecooper@uri.edu or call me (401) 295-7703. This is my home phone but please call.

I know you have something on which you are working, or an idea for a symposium or even a quest speaker! I am eagerly awaiting any and all ideas! I know I will be hearing from many of you. Please send submissions to:

Elizabeth Cooper

College of Business
210 Flagg Road
University of Rhode Island
Kingston, Rhode Island 02881

GDO Pre-Conference Events, Denver 2002

Bernardo Ferdman, Alliant University

Doctoral Consortium

All doctoral students are invited and encouraged to attend what promises to be a truly outstanding GDO Doctoral Consortium, from **Fri. August 9 at 3 pm to Sat. August 10 at noon**. The theme of this year's consortium, organized and chaired by Kecia Thomas, is "***Finding Your Place***." Sessions planned include 1) *Finding Your Network* (Fri. 3-4:30 pm), with Derek Avery, C. Douglas Johnson, Patrick McKay, Audrey Murrell, and Marcus Stewart; 2) *Finding Your Place In The Job Market* (Fri. 4:45-6:15 pm), with Stacy Blake-Beard, Scott Button, dt ogilvie, Marian Ruderman, and Kecia Thomas; 3) an informal dinner get-together (Fri. 7 pm); 4) Continental breakfast (Sat. 7:30-8:30 am); 5) *Finding A Place For Your Scholarship* (Sat. 8:30-10 am), with Donna Chrobot-Mason, Erika James Hayes, Belle Rose Ragins, and Peggy Stockdale; and 6) *Finding Your Place in the Community of Diversity Scholars* (Sat. 10:15-11:45 am), with Jan Cleveland, David Ford, Jasmine Tata, and David Thomas. This is an exceptional opportunity to meet faculty and other students, really do some effective networking, and learn how to succeed in doing work on gender and diversity. Doctoral students are also very welcome at the rest of the GDO PDW program. While pre-registration is encouraged, it is not required. To pre-register or for more information, please contact Consortium Chair Kecia Thomas, University of Georgia, at kthomas@arches.uga.edu, or GDO PDW Chair Bernardo M. Ferdman, Alliant International Univ., at bferdman@alliant.edu.

Professional Development Workshop

Have you ever gone to a conference and, in the midst of all those overly structured sessions, wondered when you would actually be able to confer? Would you like the opportunity to have some meaningful time to interact with others about the ideas that you really care about? This year's GDO PDW sessions on **Saturday August 10 (8:30 am to 6:30 pm) and Sunday August 11 (9 am to noon)** will provide a unique opportunity to do just that. All Academy members are welcome to participate in these sessions, which, consistent with the 2002 Conference theme, are designed to allow scholars interested in gender and diversity in organizations to meet and share appraisals of the state of our field, share questions and answers, and develop our understanding of the role of gender and diversity in building effective networks. On Saturday, using an "open space" approach, we will hold multiple concurrent sessions led by experienced conveners/facilitators to bring together people interested in related issues for dialogue and interaction. There will also be opportunities to network and share results across groups. On Sunday, from 9 am to noon, we will once again hold our networking and research workshop, this time building on Saturday's events (see below). Please look for more information on the GDO website, in the Spring newsletter, and in the conference program. Pre-registration is encouraged, to allow better preparation, but all are welcome to all or

some of the sessions. To pre-register or to get more information, please contact Bernardo M. Ferdman, Alliant International Univ., bferdman@alliant.edu.

GDO Networking and Research Workshop

Back by popular demand! Mark your calendars and Palm Pilots for our 4th annual *Two Heads are Better than One Research and Networking Workshop* on Sunday, August 11, 2002, 9 am to noon. This workshop will give you the opportunity to discuss your research in progress, connect with old friends, and meet new friends, collaborators and colleagues. You will enjoy a stimulating and interactive session designed to help you move forward in your research, networking, and career. Just bring your ideas, dilemmas, questions, solutions, needs, and wants and we'll help you connect with folks who have what you need. This workshop is sponsored by the mentoring committee of GDO. Please feel free to contact co-chairs, Ellen Ensher (eensher@lmu.edu), Ellen Fagenson-Eland (efagenso@gmu.edu) and Belle Rose Ragins (ragins@uwm.edu) for more information.

Continuing the Discussion on "Confronting the Powers that be ..."

Carol Watson, Rider University

Quite a few of us turned out for our symposium on social activism at last summer's Academy meetings in Washington, DC ("Confronting the Powers That Be: Should GDO Pursue an Activist Agenda?"). It was an exciting and energizing event for those of us who participated. We were and are committed to making something come of it.

Below is a summary of suggestions from the GDO symposium last summer. If you are interested in this topic, please take a look at it. I would like to encourage discussion of these suggestions on the listserv and in one or more symposia at the 2002 Academy meetings. Please feel free to be in touch with me personally if you wish (watson@rider.edu).

"Confronting the Powers that Be: Should GDO Pursue an Activist Agenda?"

Summary of Suggestions from participants

Academy of Management Conference

Washington, D.C.

August, 2001

Panelists: Marta Calas & Linda Smircich, Barbara Gutek, Jacqueline Hood & Leslie Oakes, dt ogilvi, Frieda Reitman & Max Wortman & Stella Nkomo, and Judith White

Chairperson: Carol Watson

Suggestions fell into two categories: activism within the profession/Academy and activism on behalf of women and minorities in the workforce. They are grouped accordingly below. Concerns about engaging in activism were also raised and these are listed separately below.

Suggestions for activism within the profession/Academy:

Find a voice in the media – become more media savvy, invite press to sessions, disseminate scholarly work of GDO members more widely

Get and publicize actual numbers on representation of diverse groups within AOM and within management departments in universities and publicize in order to help keep numbers of diverse members high

Be more inclusive of minority groups (e.g., based on sexual orientation, disabilities, global participation)

- make sure meetings are accessible for members with disabilities

Provide mentoring and a voice for doctoral students and assistant professors of diverse backgrounds to get into AOM

Provide fellowships for travel to AOM meetings for participants of diverse backgrounds who lack funding (e.g., especially those from foreign countries for whom travel expenses may be prohibitive)

Disseminate information about job opportunities to minorities and women – provide networking opportunities and publicize openings on our web page

Work for accountability of AOM (and GDO?) budget

Suggestions for activism on the part of women and minorities in the workforce:

Address AOM's non-activist position (e.g., Van de Ven's recent strategic mission statement) before this becomes codified

Collect research results of GDO members, organize, and disseminate to policy makers

- “customize” research to what policy-makers want so they don't have an excuse to not listen

- issue periodic statements about the status quo

Identify issues annually that we (GDO members) are/should be concerned about

- promote research on those topics

Provide rewards/awards for activist research and for activism

- encourage publication of activist research
- add a critical theory section to newsletter – “knowledge creation in a different voice”
- include an activist track in GDO program

Politicize our own individual teaching

- be sure to use gender-neutral language
- critique concepts/models in terms of inclusion/exclusion (e.g., limits of concepts/models)

to certain populations

- present GDO research to our students

Create a separate “activist network” listserv for those GDOs who are interested in pushing a more activist agenda – to keep from antagonizing those who are not

Facilitate development and maintenance of a web site on gender/minorities and development

Take a more global perspective on issues with regard to gender and diversity

- invite to annual meeting people who can talk about global economic consequences
- focus more attention on global gender and diversity issues rather than attending so exclusively to U.S. issues

Be creative in developing linkages with organizations outside AOM including political activists

Concerns to be Addressed:

Can/should we speak in one voice concerning diversity?

What are the ethical issues involved and what do we do about/with them (e.g., ethical consequences of research)

There is a sense that because GDO exists there is no longer a “problem” within AOM

GDO is marginalized – not really a part of the AOM

GDO ignores post-structuralist, feminist research

GDO doesn't question notion of what science is

Studies are done but nothing happens – time goes by but money is still unequal

Diverse faculty are hired but pressure drives them out

Members of diverse groups fear belonging to GDO – perceived as ghettoized

Call for Nominations: Janet Chusmir Award for Service

Marian Ruderman, Center for Creative Leadership

The Janet Chusmir Service Award sponsored by Sage Publishers is presented to the nominee who has made an outstanding contribution to The Gender and Diversity Division and who has personally served as a mentor and role model for others in the field. Members of the committee are: Max Wortman, Lynn Bowes-Sperry, Gayle Baugh, Monica Forret, Martin Davidson, Frieda Reitman, Dorothy Perrin Moore, Phyllis Tharenou and Marian N. Ruderman (Committee Chair).

To nominate, we require a letter of recommendation outlining the nominee's outstanding contributions and a copy of the nominee's vita. Contributions include professional service to the

division, work for the advancement of the status and role of professional women and people of color in the Academy, and/or in organizations. We encourage electronic submissions.

Past winners of the Janet Chusmir Award are: Gary Powell, Bette Ann Stead, Dot Moore, Lynda Moore, Janet Adams, Stella Nkomo, and Max Wortman.

Please specify the word processing program you used and send email nominations to Marian Ruderman at Ruderman@leaders.ccl.org. Please include "Chusmir/Sage Award" in your email subject header. If you prefer U.S. mail, please send six copies of the materials to: Marian Ruderman, Chusmir/Sage Committee Chair, Center for Creative Leadership, One Leadership Place, P. O. Box 26300, Greensboro, NC, 27438-6300.

****Deadline for submission is May 15, 2002****

Fellowship Opportunity: St. Mary's College

Jack Ruhe, St. Mary's College

Saint Mary's College, Notre Dame, IN, the premier Catholic Women's College is offering a 1 year appointment (2002-2003) as a Fellow of the Center for Women's Intercultural Leadership supported by the Lilly Foundation.

Fellows of the Center for Women's InterCultural Leadership have a demonstrated interest in contributing to the evolution of the Center, the advancement of intercultural studies and wish to develop their own scholarship in women's intercultural issues. Tenure track appointments are possible. Fellows teach a minimum of two or three courses per year and continue development of personal scholarship in women's intercultural issues. A Ph.D. or equivalent terminal degree, demonstrated record of excellence in teaching, and at least five years of scholarly experience are required.

Probable teaching expectations: Management courses such as Gender & Race, International Management, and/or Business Ethics (Personal Ethics & Corporate Culture)

PLEASE CONTACT: Jill Vihtelic, 214-284-4501 or vihtelic@saintmarys.edu by **December 15, 2001**.

GDO Member Highlights

Congratulations to **Max Wortman**, Iowa State University, who is the President-Elect of the Faculty Senate. He currently is involved in implementing an Ombudsperson for the Faculty.

Conferences / Call for Papers

Global Interdependence and Language, Culture, and Business (CIBER 2002)

Chapel Hill, North Carolina: March 13-16, 2002

Organized and hosted by the Centers for International Business Education and Research (CIBER) at [Duke University](#) and the [University of North Carolina at Chapel Hill](#). Cosponsored by the CIBERs at Brigham Young University, Florida International University, San Diego State University, Thunderbird-The American Graduate School of International Management, University of South Carolina, University of Texas-Austin, and University of Utah.

· **Conference themes:**

The conference seeks to bring together business and language professionals and academics to discuss the juncture of foreign language, culture, and business in education today. Global interdependence demands an educational milieu to match reality. U.S. students must be able to take advantage of new opportunities, environments, organizations, and technologies that are shaping the world. Business/language/literature faculties possess untapped opportunities to join their respective disciplines to create curricula, pedagogies, educational materials, and technologies relevant for students' futures as part of an interdependent global economy.

· **Call for Papers, Extended Abstracts, and Posters:**

We welcome submissions exploring theoretical, empirical, and practical approaches to integrating foreign language instruction, cross-cultural studies, and international business education to prepare for a globally interdependent world. Presentations on the following topics may focus on the K-12, undergraduate, post-graduate, or professional levels.

- Business for Language Classes or Language for Business Classes? Cross-disciplinary Approaches to Global Education
- Business in International Literature and International Literature in Business
- The Cultural Dimensions of Globalization and Equity (e.g., how do culture and language reflect profound economic changes)
- Language for Specialized Uses: Educating for New Career Options

Presentations should not exceed 20 minutes. Send proposals for papers via email attachment to ciber@mail.duke.edu, with cc: billiema@mail.duke.edu. Deadline for receipt: **12/7/01**. Invitations to participate in the program will be issued by 1/11/02.

· **Call for Pre-Conference Workshops:**

March 13 will be devoted to pre-conference workshops exploring computer technologies for teaching foreign languages, cross-cultural negotiations, and other managerial skills for a globally interdependent world. Workshop sessions will last 1.5 hours. Submissions welcome from both academics and commercial sources. Send workshop proposals via email attachment to ciber@mail.duke.edu, with cc: billiema@mail.duke.edu. Deadline for receipt: **12/7/01**. Invitations to participate in the program will be issued by 1/11/02.

Conference details available at <http://faculty.fuqua.duke.edu/ciber>. Questions may be addressed to conference coordinator Marybeth Lavrakas at lavrakas@mail.duke.edu.

**JOURNAL OF
ORGANIZATIONAL
CHANGE
MANAGEMENT**

HRM and Organizational Change:

All's Well That Ends Well or Much Ado About Nothing?

Submission deadline: **March 15, 2002**

Guest Editors:**Call For Papers**

Jeanie M. Forray, Western New England College
Yvonne Benschop, University of Njmegen

Explaining why and how organizations change is an enduring consideration in management scholarship. Indeed, much of this work involves identifying the means for implementing organizational change efforts. This emphasis on means often includes the domain of human resource management where these issues are attributed strategic relevance to a firm's performance. An emphasis on strategic HR management, particularly in light of the debate on a 'human resource-based view of the firm,' illustrates how HR has gained currency and is seen as crucial for successful organizational change. Alternatively, many question the alleged strategic contribution of HRM to actual change processes. Change management and human resource management imply a focus on control and regulation that does not always sit well with the messy reality of employees involved in processes and practices of organizational change.

This special issue of JOCM is designed to provide space for examining the influence and relevance of human resource management on organizational change efforts. We hope to look both backward and forward in examining the interrelations between HR and organizational change from a wide variety of perspectives. Authors are encouraged to conceptualize HR broadly, either as a set of institutional practices or as an everyday professional activity.

Contributions are invited that draw upon a range of critical or affirmative positions and from modern as well as postmodern perspectives. Authors should submit 3000-6000 word articles that illuminate central topics, address relevant issues, and discuss the silences and neglected aspects of this field.

Submissions may include (but are not restricted to) the following themes:

1. Human resource managers as change agents
2. The nature of communication practices as they relate to human resources and organizational change
3. Historical issues within HR that promote or inhibit change
4. Regulation and/or mobilization HR strategies in organizational change
5. HRM instruments facilitating and/or hindering organizational change
6. Trends in HR and their contribution to organizational change: the challenge of competence management and learning
7. Empirical studies of change and human resources

General instructions for submitting papers:

1. Please remove all personal references from the manuscript to allow for blind review.
2. The paper should contain original material not previously published or under consideration for publication elsewhere.
3. Please include a detachable title page containing full name, affiliation and contact

information (address, email, fax, and telephone number) and a word count (notes and references inclusive). On a separate page, please include an abstract of 100 -150 words, with up to 6 keywords.

4. Send 4 (four) hardcopies to either of the guest editors:

Jeanie M. Forray, Western New England College
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Phone: 413-782-1702
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Email: y.benschop@bw.kun.nl

For complete stylistic and format information regarding submissions to JOCM, contributors should consult the JOCM web page at: <http://www.mcb.co.uk/portfolio/jocm/notes.htm>.

AoM 2002: SPECIAL CALL

Collaborative Research, Context, and Knowledge Creation

The Research Methods (RMD), Management & Organizational Cognition (MOC) and Organization Development & Change (ODC) Divisions are pleased to announce a special forum for the Academy of Management Meeting in Denver, CO, August 9-14, 2002 addressing knowledge creation and the context of collaborative research.

[Please indicate on the top right-hand side of the title page that the paper is being submitted to the Special Call on Collaborative Research, Context and Knowledge Creation.]

Our purpose is to promote inquiries and conversations about context, ways of being, and ways of relating that mutually engage academics and practitioners in creating useful knowledge for both managers and scholars.

Objectives:

- 1) To develop a better understanding of how context enables collaborative research approaches and how it contributes to knowledge creation.
- 2) To extend the conversations from the 2001 Special Call on Practitioner and Practice-Grounded Research.
- 3) To deepen the inquiry into the role of practice and practitioners in research and, conversely, the role of academics in practice.

Background:

In recent years there has been 1) a growing awareness of the limitations of academic research--too narrow (Bedeian, 1989) and closed to practitioners (Hambrick, 1994); 2) a greater openness to a

diversity of approaches--“the new context may require entirely different assumptions, approaches, and relationships” (Lowendahl and Revang, 1998); and 3) a willingness to experiment, e.g. the AoM Practitioner Series and RMD’s Special Call on Practice-Grounded Research are designed to explore new approaches to research.

Increasingly robust conversations are creating new insights, understandings, and concepts about doing research that really matters. This Call is an invitation to all scholars (academics and practitioners) to join in those conversations by submitting papers, symposia, etc. Many scholarly works already connect to the domain of this Call. We encourage you to develop, document, and report on your inquiries in these areas.

In addition to a focus on the collaboration of academics and practitioners, you are invited to examine the context (nature and relationships) of research and to use theoretical perspectives that provide insight into the collaborative research process, e.g. knowledge creation theory. Theoretical and empirical research on knowledge creation provides rich unexplored perspectives on ontology, research methods, and ways of linking research to practice. For example, the work by Nonaka, et al. might be used in a variety of ways. Their concept of “ba” (the place of knowledge creation) could be used to explain ontological aspects of collaboration. Also, Nonaka, et al.’s SECI model, which distinguishes stages in the knowledge creation dynamic--four combinations of development-transfer of tacit and explicit knowledge--might be aligned with various research methods and/or management practices.

Submissions:

Papers, symposia, etc. are welcomed from all management disciplines and perspectives. We especially invite practitioners to participate in this Call. Of particular interest are submissions that focus on:

- 1) Approaches/methods/studies that are directly useful to managers and organizations--generates results (e.g. knowledge) that are implementable (Beer, 2001).
- 2) Engaging practitioners in research and its effect on the research process and outcomes.
- 3) Roles (e.g. learning coach) and techniques (e.g. reflection exercises) that support collaborative research.
- 4) How research context, process, and outcomes relate to different aspects of knowledge creation and knowledge use. For example, mapping the academic-academic and the academic-practitioner interactions using the SECI model.
- 5) Collaborative inquiry, context and organizational learning. For example, papers that explore issues related to context specificity, generalizability, skills and knowledge transfer, etc. in practice-oriented research.
- 6) Philosophical issues concerning ontology and epistemology as they relate to collaborative research and knowledge creation.
- 7) Role of networks and network structures in providing a context for collaboration and knowledge creation.
- 8) Innovative perspectives and extending the 2001 Special Call (see below).

Examples of Innovative Perspectives:

- ∅ Build on the work of Karl Weick (1999) on "heavy" vs. "light" (survival) tools of research. Compare it to other distinctions, e.g. Nowotny, et al. (2001) "weakly" vs. "strongly" contextualized knowledge.
- ∅ Explore the implications of the issues and positions presented by Andrew Van de Ven in his 2001 AoM Presidential Address, "Strategic Direction for the AoM," e.g. Boyer's types of scholarship.
- ∅ Examine collaborative research, ontology, and knowledge creation through the theoretical lens of complexity theory--explaining its emergent nature, process, and rules.
- ∅ Make a case for "holistic research"--actively integrating and making explicit the context and interpersonal relationships/processes of the research project, as well research methods. An example from the 2001 AoM meeting: *Working Along the Practice-Grounded Research Continuum: A Collaborative Academic-Practitioner Action-Science Experiment in the U.S. Department of Veterans Affairs.*"
- ∅ Compare/contrast epistemologies and/or ontologies of various AoM divisions, other groups, or journals.

Examples of Extending the Conversation of the 2001 Special Call:

Finally, papers that extend the 2001 Special Call on Practitioner and Practice-Grounded Research might include an examination of factors that enable collaborative research (Mode 2/Model II). Papers might address the following questions:

- 1) What are the ontological and epistemological implications when the characteristics of Model II (Argyris and Schön 1996) and Mode 2 (Gibbons et al. 1994) are highly present?
- 2) How do changes in society and science affect management research? For example, Nowotny, et al. extend the work of Gibbons et al. They suggest that social changes are driving a transformation of research and research institutions, including a need for context-sensitive research.

Final note: Authors should use a writing style that is friendly to both academics and practitioners.

The points of contact for the Call is Dan Twomey, (973) 443-8802, dtwomey@fdu.edu. Additional information and a threaded discussion for this Call are available at <CHRMS.org>. Submission Guidelines are available at the AoM web site www.aom.pace.edu. Also you may wish to contact the Program Chairs of the three sponsoring divisions: Tojo Thatchenkery, RMD, joseph@gmu.edu; Pamala Barr, MOC, mgtpsb@langate.gsu.edu; or Chris Worley, ODC, chris.worley@pepperdine.edu.

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ASAC 2002:Where East Meets West: A Management Mosaic

CALL FOR PAPERS

GENDER & DIVERSITY IN ORGANIZATIONS DIVISION

I.H. Asper School of Business

TheUniversity of Manitoba

Winnipeg, Manitoba, Canada

May 25-28, 2002

The Gender & Diversity in Organizations Division of ASAC invites you to submit a paper or symposium proposal for the 2002 Annual Conference in Winnipeg, Manitoba. Canadian submissions: include two self-addressed stamped envelopes (standard letter size). Papers must not have been published or presented elsewhere. To be in the **Proceedings**, papers must conform to the ASAC Typing Style Guide* and must not exceed ten (10) single-spaced pages, including all tables, figures, and references. On a separate page, indicate the authors' names, addresses, telephone numbers, fax numbers, and E-mail addresses and to whom all communications should be directed. Students should also indicate their status and indicate the school in which they are enrolled. Please submit four (4) copies of your paper and a disk, to be received by the Academic Reviewer by **January 15, 2002**. Please make sure that the paper is complete in all respects since there is very little time to revise in March 2002. If you work with WordPerfect Software you should use either CG Times 11 or Times Roman 11. If you work with Microsoft Word Software please use Times New Roman 11.

Members interested in assembling a symposium or workshop should prepare a detailed description of its overall purpose and focus and the specific role of each participant. Please submit four (4) copies of the symposium or workshop proposal to be received by the Academic Reviewer by **January 15, 2002**.

Members interested in making a submission to the case study track should contact David Whitehead, Dept. of Management, Marketing and HR, 500 Glenridge Ave., St. Catherines, ON

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* ASAC Style Guide available upon request from Gloria Miller

Submissions for GDO Newsletter

If you:

- Have information to share with other GDO Members
- Have suggestions for improving the newsletter

Please contact Mary Graham at grahamm@clarkson.edu or 315.268.6431

Deadline for information for the next GDO Newsletter is **February 25, 2002.**