

Research that matters:
Publishing scholarship
that solves social issues

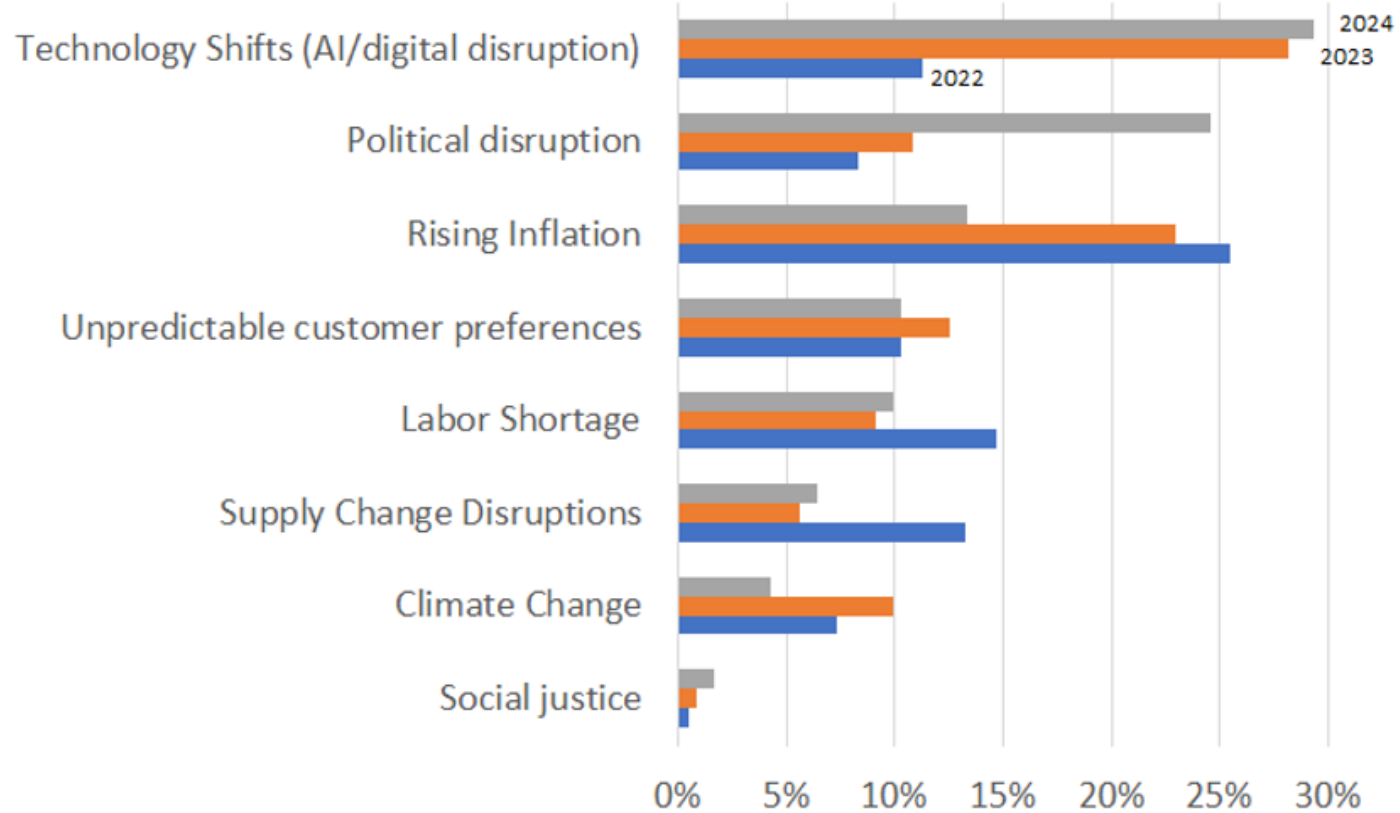


Mike Barnett

AMP-SIM Webinar
May 8, 2026

Managing ain't easy

Which external factors will have the greatest impact on the business you work in over the next 12 months?



Survey of managers by C. Stadler in *Forbes*, 11/7/24



Management scholars are here to help!

AOM will fundamentally advance knowledge creation and content dissemination for greater relevance and impact on a diverse set of stakeholders and institutions around the world.

The mission of *Academy of Management Review* (AMR) is to publish theoretical insights that advance our understanding of management and organizations.

The Strategic Management Society (SMS) is an organization of more than 3,000 members that is unique in bridging the worlds of reflective practice and thoughtful scholarship while supporting the development and dissemination of strategic management insights and fostering contacts and interchange around the world.

The mission of AMJ is to publish empirical research that tests, extends, or builds management theory and contributes to management practice.

Journal of Management (JOM) ... is committed to publishing scholarly empirical and theoretical research articles that have a high impact on the management field as a whole.

The *Strategic Management Journal* seeks to publish papers that ask and help to answer important and interesting questions in strategic management

Organization Science publishes fundamental research about organizations and their processes, structures, technologies, identities, forms, and people.



Partial list of top business journals



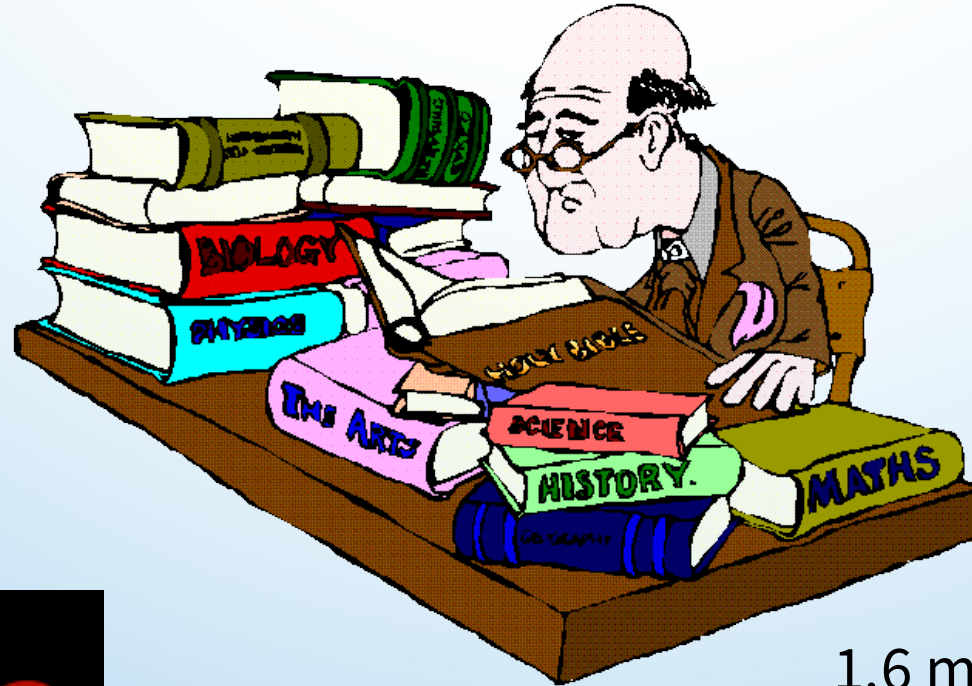
Academy of Management Perspectives (Academy of Management/OUP)
Academy of Management Journal (Academy of Management, Ada, Ohio)
Academy of Management Review (Academy of Management)
Accounting, Organisations and Society (Elsevier)
Administrative Science Quarterly (Cornell University)
California Management Review (UC Berkeley)
Contemporary Accounting Research (Wiley)
Econometrica (Econometric Society, University of Chicago)
Entrepreneurship Theory and Practice (Baylor University, Waco, Texas)
Harvard Business Review (Harvard Business School Publishing)
Human Resource Management (John Wiley and Sons)
Information Systems Research (Informs)
[International Journal of Human Resource Management (Routledge)]
Journal of Accounting and Economics (Elsevier)
Journal of Accounting Research (University of Chicago)
Journal of Applied Psychology (American Psychological Association)
Journal of Business Venturing (Elsevier)
Journal of Consumer Research (University of Chicago)
Journal of Consumer Psychology (Elsevier)
Journal of Finance (Blackwell)
Journal of Financial and Quantitative Analysis
Journal of Financial Economics (Elsevier)
Journal of International Business Studies (Academy of International Business)
Journal of Management Studies (Wiley)
Journal of Marketing (American Marketing Association)
Journal of Marketing Research (American Marketing Association)
Journal of Operations Management (Elsevier)
Journal of Political Economy (University of Chicago)
Journal of the American Statistical Association (American Statistical Association)
[Management International Review (Gabler)]
Management Science (Informs)
Marketing Science (Informs)
MIS Quarterly (Mgmt Information Systems Research Centre, University of Minnesota)
Operations Research (Informs)
Organization Science (Informs)
Organization Studies (Sage)
Organizational Behaviour and Human Decision Processes (Academic Press)
Production & Operations Management (POMS)
Quarterly Journal of Economics (MIT Press)
Review of Accounting Studies (Springer)
Review of Financial Studies (Oxford University Press)
Sloan Management Review (MIT)
Strategic Management Journal (John Wiley and Sons)
The Accounting Review (American Accounting Association)
The American Economic Review (American Economic Association, Nashville)
The Journal of Business Ethics (Kluwer Academic) . . .



We are highly productive!



20,000 members



1.6 million research papers from
more than 2 million researchers



More than 100 million
academic papers

Recent examples of what we produce

Meeting Expectations: Category Legitimation and Transmutation (recent pub at OS)

Are Family Owners Willing to Risk “Rocking the Boat”? A Blended Socioemotional Wealth-Implicit Theory Framework (recent pub at JOM)

Riding the Passion Wave or Fighting to Stay Afloat? A Theory of Differentiated Passion Contagion (recent pub at ASQ)

The Fury Beneath the Morphing: A Theory of Defensive Organizing (recent pub at AMJ)

It’s Going to be Fun: Toward a Multilevel, Multidisciplinary, and Multi-Contextual Dialogue on CEO Humor (recent pub at AMR)

Repositioning, audience churn, and identity ambiguity: The external costs of market repositioning (recent pub at SMJ)



Have a read

Jonker JD. 2025. Is Data Labor? Two Conceptions of Work and the User-Platform Relationship. *Business Ethics Quarterly*. 35(2):153-186. doi:10.1017/beq.2024.25

Some observers of the data economy have proposed that we treat data as labor. But are data contributions labor? Our folk conception of work emphasizes its importance and effort, such that work has a special interpersonal priority and deserves appreciation and compensation. The folk conception does not generally favor counting data as work, and so it serves as an error theory for reluctance to regulate data as labor. In contrast, labor regulation and policy focus on the political economy of labor, and in particular the bargaining dynamics that participants in a labor market face. Labor regulation aims to protect workers against the threats characteristically posed by such bargaining dynamics. Data-transferring interactions between internet platforms and users share similar bargaining dynamics, and so there is a promising functional similarity between labor regulation and proposals for data regulation that would facilitate data strikes and data unions.



Are we just smashing butterflies?

There are a lot of people in a lot of institutions in a lot of places who are potentially affected by our work, and if it is not presented in a way that is alive for them . . . we are very limited and our contributions are impoverished. . . Sometimes academics take very exciting, engaging, and important work they do and present it in such a way that it looks like a butterfly squashed between two pieces of glass. That is not very life giving. –Bartunek, 2002 AOM Presidential Address



We must do better

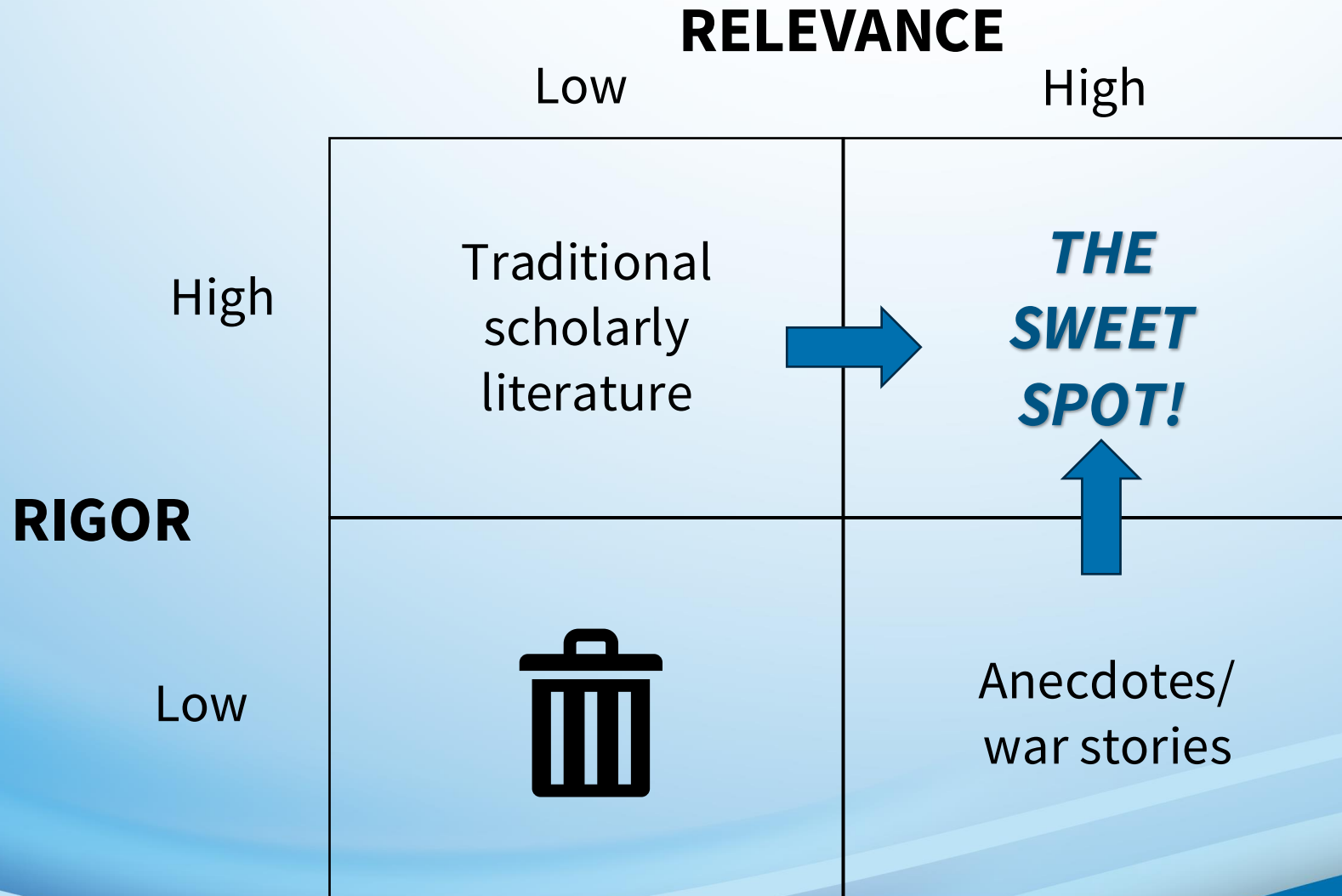
Colleagues, if we believe highly in what we do, if we believe in the significance of advanced thinking and research on management, then it is time we showed it. We must recognize that our responsibility is not to ourselves, but rather to the institutions around the world that are in dire need of improved management, as well as to those individuals who seek to be the most effective managers they possibly can be. It is time for us to break out of our closed loop. It is time for us to matter.

– Hambrick, 1993 AOM Presidential Address

There is a clear opportunity to have as significant an impact on management practice as medical researchers have on clinical practice. The competition is light, and the appetite among managers for your ideas is great. – McGahan, 2007, AMJ



Where we want to be



Beyond rigor over relevance

To say that the knowledge of theory and practice are different is not to say that they stand in opposition or they substitute for each other; rather, they complement one another.

–Van de Ven & Johnson, 2006, AMR

RIGOR **AND** RELEVANCE

I firmly believe that the either/or debate is moot: our goal should be to seek rigor and relevance through boundary-spanning research focused squarely on phenomena of interest to managers.

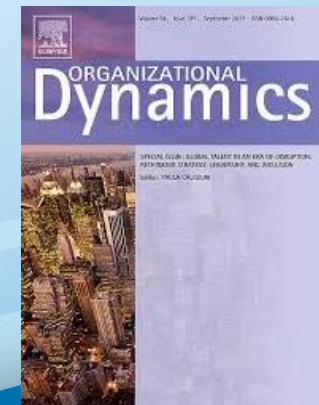
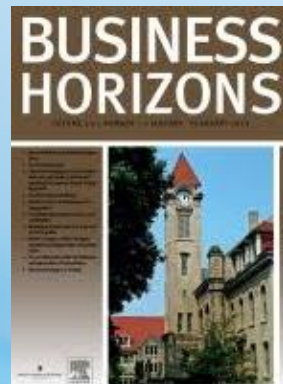
– Gulati, 2007, AMJ



Finding the sweet spot

It is difficult to conduct research that is managerially relevant and also meets the standards of rigor in the academic field of management. – McGahan, 2007, AMJ

- It ain't easy. But we can do it. And we must do it.
- And there are good places to publish such work.
- *Practice Oriented Publications Network (POPN)* is a group of prominent journals – practiceorientedpublications.org



Yes, and . . .

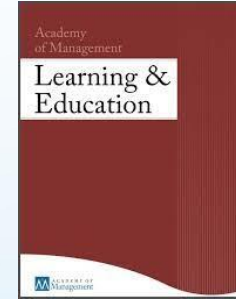
- But it's not relevance *instead* of theory driven work
 - You can do *both*! They are compatible across your research portfolio
- Go ahead and write those AMR, AMJ, SMJ, OS, ASQ etc. pieces
 - Not looking to crowd those out; still need to develop theory
- But also rigorously evaluate those managerial implications
 - Instead of just implying them as half-baked, stretched ideas, test them!

Add to Cart



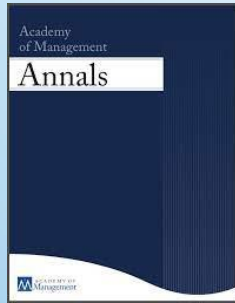
AMP
**Scholarly analysis
of practice & policy issues**

AMI
Brief translations
of published papers



AMLE
Management teaching
& learning outcomes

AMA
Comprehensive
theory driven
reviews



AMD
Empirical
exploration

AMC
Thematic essays
that expand upon
existing content



AMJ
Theory
testing



AMR
Theory
development

AMP within AOM

Let's focus on AMP!

The mission of AMP is to inform current and future “thought leaders” who, through their leadership, teaching, consulting, and/or other professional activities have the potential to influence management practice and policy. These include educators and their students, business writers, consultants, executives, policy makers, and other practitioners seeking innovative, evidence-based approaches for addressing timely and important management issues. AMP publishes papers that bridge scholarly research and practice that are based on research evidence. This evidence can be quantitative or qualitative, focusing on one study, or summarizing the results of several studies in a particular line of research. AMP will not publish opinion pieces. Articles should strive to explicate a set of findings in a manner that focuses on implications for policy and practice, rather than on implications for theory. Articles might include practitioner or policy-oriented reviews of empirical studies, descriptive articles that advance our understanding of management practices or strategic approaches, and articles describing the practice and/or policy implications of evidence-based work.

Bridging scholarship & practice

- Rigor and relevance are not easy to bring together, so AMP has created infrastructure to facilitate
 - Associate Editors have practical and global perspectives
 - We cover every continent but Antarctica and all are grounded in practice & policy
 - Editorial Review Board includes full-time professors of practice
 - Expert feedback provided on relevance as well as rigor
 - Board of Advisors composed of senior practitioners
 - Global team of high-level executives advise editorial team on relevance & readability of AMP
 - Essay formats to identify managerial concerns worthy of further research
 - Practitioner Perspectives, Book Briefs, and Relevance Reviews



Editorial Team



Mike Barnett

*Rutgers University
USA*

Editor-in-chief



Helena Barnard

*University of Pretoria
South Africa*



Babita Bhatt

*Queen's University
Belfast, Ireland*



Oana Branzei

*Ivey Business School
Canada*



Sandro Cabral

*Insper
Brazil*



**Bonnie Hayden
Cheng**

*City U of Hong Kong
Hong Kong*



**Stacey
Fitzsimmons**

*University of Victoria
Canada*



Pursey Heugens

*Erasmus University
The Netherlands*



Tazeeb Rajwani

*University of Surrey
UK*

Editorial Team



Irina Burns

Academy of Management

Senior Managing Editor



Identifying paper's fit with AMP

- Starts with and remains focused on an important managerial issue
 - *This isn't about filling gaps in the literature or advancing theory*
 - *This is about a clear, specific issue that practitioners need help with*
- Analysis is original & meets top standards for social science
 - *We are not a translation journal; must be a novel study*
 - *We are not a "lite" version of other journals; relevance demands rigor*
- Provides specific, actionable, and evidence-based solutions
 - *Go beyond describing or reframing a problem, to prescription*
 - *Don't imply things; specify well-supported steps to resolve issue*



From the Editors

AMP format further clarified in these editorials:

Suddaby, R., Schultze, W., Wood, G., Markman, G. & Weber, L. 2023. Management practice and policy: A guide to writing for AMP. *Academy of Management Perspectives*, 37(4): 287-296.

Barnett, M. 2025. (Re)building a bridge between scholars and practitioners: Get AMPed! *Academy of Management Perspectives*, 39(1): 1-6.

Barnett, M., Barnard, H., Branzei, O. & Bhatt, B. 2025. Mattering matters: Explaining what fits at AMP. *Academy of Management Perspectives*, 39(2): 183-187.

Barnett, M., Cabral, S., Hayden-Cheng, B., Heugens, P. & Rajwani, T. 2025. Crafting credible and compelling conceptual contributions. *Academy of Management Perspectives*, 39: 521-527.

Barnard, H., Barnett, M., Cabral, S., Hayden-Cheng, B. & Rajwani, T. 2026. Turning inside out: How to leverage data from within organizations. *Academy of Management Perspectives* (forth)

Video guidance

- For the visual learners: [AMP Video Guidance Series](#)
 - [Guidance for AMP Authors: Standard Articles](#)
 - [Guidance for AMP Authors: Practitioner Perspectives](#)
 - [Guidance for AMP Authors: Constructive Confrontations](#)
 - [Guidance for AMP Reviewers: Standard Articles](#)



Bottom line: flip it! (or we'll skip it)

- Do the *opposite* of what you may be used to doing
 - Don't aim to fill a gap in theory – do that elsewhere
 - **Opposite:** *Start with a managerial problem and focus on providing a solution*
 - Don't add a paragraph at the end that surmises managerial implications
 - **Opposite:** *Provide specific and actionable solutions, derived directly from analysis*
 - Don't submit a paper that has just been (desk) rejected elsewhere
 - **Opposite:** *Reframe & rewrite it to fit AMP criteria (if it doesn't fit, don't submit)*



Standard articles at AMP

- Empirical: original quantitative or qualitative analysis
 - Case study, statistical analysis, survey, field study, experiment, meta-analysis . . .
 - All methods welcome, so long as suited to scenario & executed properly
 - *See recent AMP editorial on developing unique data sources*
- Conceptual: original synthesis and restructuring of evidence
 - Use theory and logic to form novel conceptual structures that credibly guide practice
 - These are not opinion essays; they require rigorous reasoning
 - *See recent AMP editorial on constructing credible conceptual contributions*

Structure & flow of standard AMP article

- Body of manuscript should be about 20 double-spaced pages
 - Use endnotes for citations & footnotes
 - Use supplements to share detailed, specialized analyses
- No required format, but we do offer these guidelines
 - *Abstract*
 - *Introduction*
 - *Problem Statement*
 - *What We Know*
 - *What We Don't Know*
 - *Analysis*
 - *What We Learned*
 - *Conclusion*



Abstract and Title

- Engaging but accurate title to draw readers in
 - *The rise and stall of stakeholder influence: How the digital age limits social control*
 - *When everything interacts with everything else: Intervening in messes*
 - *Beyond the brave new nudge: Activating ethical reflection over behavioral reaction*
- Concise, informative 200-word abstract stating:
 - Important managerial issue paper addresses
 - How paper analyzes the issue
 - Specific findings of the analysis
 - Effects of findings on practice or policy

Introduction

- View as a sort of executive summary
 - Seek to draw attention of thoughtful practitioners
- Open with brief story/vignette/quote/etc. to orient reader
 - Something that epitomizes the focal issue
- Then briefly overview paper's structure
 - Don't just repeat abstract; expand on key points
- Limit to two double-spaced pages



Problem Statement

- Clearly articulate focal managerial issue
 - AMP papers are problem-driven, so what is the problem?
 - **There are many social issues that concern managers!**
- Make convincing case for its importance
 - Provide evidence of practical concern about this issue
 - Draw from scholarly literature, practitioner & government reports, credible media accounts
- Section should be two to four double-spaced pages

What We Know

- Accurately portray current knowledge about issue
 - What evidence already exists?
- Be thorough and objective
 - Do not cherry pick; report findings on all sides of issue
 - Look beyond usual disciplinary base for evidence
 - Do not limit to academic journals; draw on credible reports & statistics from government, NGOs, consulting firms, analysts, etc.
- Limit section to four double-spaced pages
 - Use supplementary tables where needed to save space

What We *Don't* Know

- Clearly articulate the gap in evidence (not theory!)
 - What exactly is missing, problematic, flawed, or debated that requires further study to better inform the focal issue?
- Don't set up a straw person argument
 - This is not an infomercial; don't create problems where none exist
 - Accurately represent limitations of extant literature
- Limit section to two double-spaced pages

Analysis

- Time to close the gap! This is the core work of the paper
 - What exactly are you doing to shed light on the issue? It's not enough to just identify the problem – now you must investigate a solution
- Detail rigorous analysis undertaken
 - Conceptual: explicate logical/theoretical structure
 - Empirical: explicate data and methods
- Use plain language, summary charts, figures, graphs
 - Don't overwhelm with stats in body; speak to managerial audience
 - Place specialized analyses, robustness tests, etc. in supplement
 - Standards of rigor same as for AMJ, AMD, AMR, etc.

What We Learned

- So what did you uncover through the analysis?
 - What do we now know about the issue that we didn't before?
 - What should practitioners/policy makers be doing differently as a result?
 - *Stick to those things that you have evidenced; don't opine or overextend*
- Discuss boundary conditions
 - Where/when do these findings hold? What are the limits of this study?
- Put forth a roadmap for future research
 - What still needs to be studied to better address this issue?
- This is longest section, as it must clearly inform managers
 - Be **prescriptive**; evidence-driven guidance for action

Conclusion

- Concisely restate what the paper has done
 - Remind readers why the paper matters
- End on a high note
 - Make them glad they read it
 - Consider offering a call to action
- Keep it to one or two paragraphs
 - Brief but impactful

Guideline only

- This format is *only a suggestion*
- It is *not* a one-size-fits-all requirement
- Section lengths, order, and content can vary
- It's your paper – determine what works best in your case
- Whatever format used, it must concisely & clearly convey your contributions to understanding an important managerial issue
 - Our guideline is one way to ensure it does




An example

- Recently published manuscript

© *Academy of Management Perspectives*
2026, Vol. 00, No. 00, 1–15.
<https://doi.org/10.5465/amp.2024.0327>

BEYOND THE MATCH: WHAT INTERMEDIARIES SHOULD DO TO EFFECTIVELY ORCHESTRATE CORPORATE–STARTUP COLLABORATIONS

MEDHANIE GAIM 
Oslo Metropolitan University
Umeå University

ELIE SAAD
TOMAS BLOMQUIST
Umeå University

Collaborations between startups and established firms are changing how organizations innovate and bring new technologies to market, yet they remain difficult to initiate and sustain without the involvement of intermediaries. Drawing on an in-depth study of a national matchmaking program in Sweden, we show how intermediaries orchestrate these collaborations from first contact to scalable partnership. We offer a framework that spells out the actions intermediary managers should take throughout the collaboration process. We conclude by presenting three strategic questions and evidence-based practices to guide intermediaries in navigating corporate–startup relations, along with policy recommendations for creating the enabling conditions necessary to make these collaborations work at scale.

Starts with a managerial problem

Corporates such as ABB, BMW, and Microsoft are increasingly partnering with startups to tackle complex innovation challenges.¹ While these collaborations hold promise for mutual growth, they are notoriously hard to initiate and maintain.² Traditionally, corporates have relied on in-house venturing, which is often restrictive, expensive, and prone to high investment lock-ins,³ causing many to fall short of achieving “strategic innovation goals.”⁴ For startups, navigating the corporate landscape is equally challenging, as traditional outreach methods like cold calls rarely succeed.⁵ Innovation intermediaries may help bridge these gaps,⁶ but *how* they do so in practice remains underexplored.

process. Thus, we ask: How should intermediary managers orchestrate corporate–startup collaborations—despite significant asymmetries in power, resources, and goals—to move from initial match to scalable partnership?

- Not about a research gap, but about a real and consequential managerial challenge
- Focused on finding answers
 - “How should . . .”



Conducts rigorous original analysis

Research Setting

This paper is based on a four-year study (2020–2024) of Ignite Sweden, a nonprofit organization that connects local entrepreneurs with established firms. Initially focused on Swedish startups and corporations, Ignite has since expanded globally, facilitating international matchmaking events in locations such as Brazil, Germany, and Singapore. To date, Ignite Sweden has facilitated over 8,244 matches, leading to more than 715 commercial collaborations ranging from pilot projects to full-scale deployments.

Data Collection

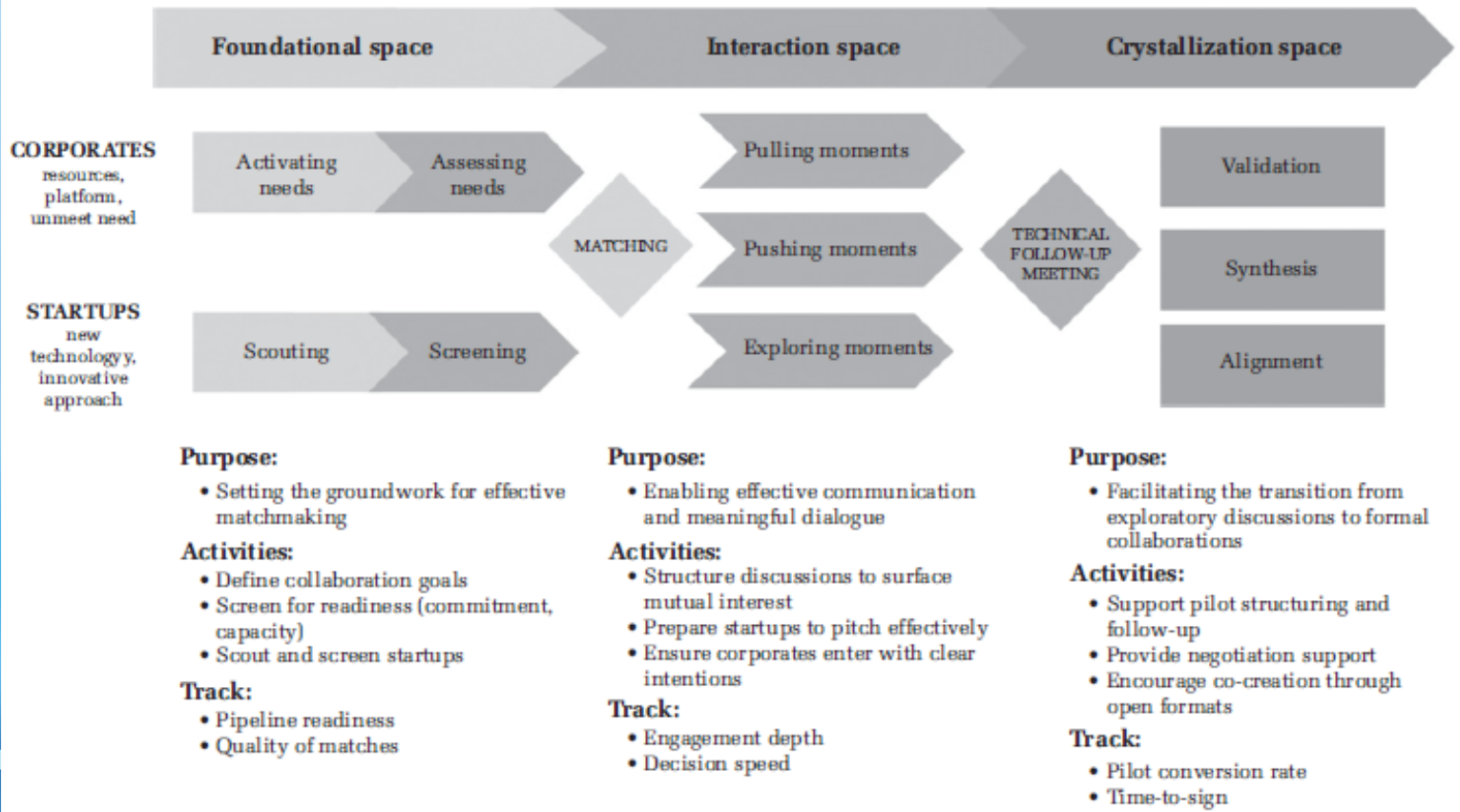
Data collection spanned four years, starting in 2020, and involved interviews, ethnographic observations, and archival material. We observed 150 one-on-one initial matching sessions. A total of 42 interviews, ranging from 30 to 90 minutes in length, were also conducted with key stakeholders, including internal respondents from Ignite, program participants, and major entrepreneurial support institutions in Sweden that make up Ignite (e.g., business incubators and accelerators). Additionally, workshops with the Ignite team were an important part of our data collection, where we shared insights and validated key findings (see Appendix A for more details on our data collection process).

- Not anecdotal; four years of data collection of various types
 - Details in Appendix



Uses figures to illustrate key processes

FIGURE 1
How Intermediaries Orchestrate Corporate–Startup Relations



- Clean visual indicators of key points

Uses tables to summarize findings

TABLE 1
Transitional Spaces in Orchestrating Corporate–Startup Collaborations

Description	What Intermediaries Should Do	What Intermediaries Should Expect
The “foundational” space	<ul style="list-style-type: none">• Define corporate innovation goals• Assess collaboration readiness• Scout and screen startups	Startups and corporates enter meetings well-matched and aligned on expectations.
The “interaction” space	<ul style="list-style-type: none">• Structure discussions to surface mutual interest• Prepare startups to pitch effectively• Ensure corporates enter with clear intentions	Productive dialogue that reveals alignment, opportunities, or pivots.
The “crystallization” space	<ul style="list-style-type: none">• Support pilot structuring and follow-up• Provide negotiation support• Encourage co-creation through open formats	Formalized collaboration plans (e.g., PoCs, joint projects, commercial agreements).

- Specifies managerial actions and resulting expectations



Provides detailed prescriptions

TABLE 2
Three Strategic Questions to Guide Effective Corporate–Startup Orchestration

Strategic Questions	Recommended Managerial Practices
How should the matchmaking process be organized?	<ul style="list-style-type: none">• Define collaboration goals early to ensure that both startups and corporates enter with aligned expectations and clear objectives.• Combine structured, need-based matching with exploratory, serendipitous encounters to surface both planned and unexpected collaboration opportunities.• Screen for collaboration readiness (not just technical fit) by assessing each party's commitment, capacity, and internal support.• Host informal discovery events (e.g., deep-tech days or challenge-driven workshops) to build trust and explore compatibility before committing to formal engagements.
Who should be present during the meeting(s)?	<ul style="list-style-type: none">• Secure participation from decision-makers with budget authority to avoid bottlenecks and accelerate follow-up.• Include “need owners” who are directly responsible for implementation, to increase buy-in and practical alignment.• Encourage startups to involve both technical and business leads to communicate their value proposition across strategic and functional dimensions.• Use participation fees or recognition awards to signal and reinforce commitment and accountability from corporate attendees.
What mechanisms can be put in place to monitor impact?	<ul style="list-style-type: none">• Track both output (e.g., number of matches, pilots) and process-based indicators (e.g., pilot-conversion rates, time-to-sign) to assess intermediation quality.• Recognize spillover value, such as knowledge transfer, capability building, and strategic insight—especially when direct deals do not materialize.• Capture hidden costs like time, emotional labor, and opportunity cost; especially from startups with limited resources.• Establish feedback loops through post-meeting surveys or structured debriefs to inform improvements in design and delivery of future matchmaking activities.

- Gives practitioners and policy makers actionable steps



Acknowledges boundary conditions

LIMITATIONS AND FUTURE RESEARCH AVENUES

Our evidence is based on a national intermediary embedded in the Swedish innovation ecosystem, a context characterized by rich support infrastructures (incubators, science parks), relatively flat hierarchies, and a strong culture of collaboration and norms of cross-organizational cooperation. These features likely enabled Ignite's orchestration role and amplified the effectiveness we observed, so generalization requires local adaptation. In particular, our recommendations hold strongest where (a) corporate participants have mandate and budget; (b) startups possess bandwidth to customize and follow-up; (c) lightweight legal or procurement tools allow timely validation; and (d) the ecosystem can supply a steady, relevant startup pipeline. When these conditions are not met, lower pilot-conversion rates, longer time-to-sign, and narrower exploration should be expected. In such contexts, practitioners should set conservative timelines and targets, use gated pilots with clear exit criteria, and de-risk with lightweight NDA or PoC templates. Even so, the framework is transferable: while intermediation formats will vary across ecosystems, the three spaces and associated prescriptions offer a practical lens for facilitating asymmetric collaborations beyond Sweden.

- Outlines the conditions under which the findings hold, and where they do not



Reminds readers what they've learned

We show that the involvement of intermediaries may improve collaboration prospects, not because they can help in pairing the right startup with the right corporate partners (i.e., optimizing matches), but because they create a more dynamic and interconnected process that enables participants to effectively contribute to joint innovation activities.⁵³ Doing so encourages researchers to look *beyond the match* when studying intermediary involvement, and adopt a more holistic approach that recognizes the ongoing interactions, support, and coordination that are essential for collaborations to succeed.

- Snappy summary at the end that brings the reader back to the problem and solution found



Strategies for publishing at AMP

- How do scholars know which managerial problems are worthy of study?
 - After all, we've been fetishizing theory for a long time, not practice
- AMP encourages scholars to work with rather than talk at managers
 - Let's co-create useful knowledge, not hypothesize what matters from the ivory tower
- Consult with practitioners & pay attention to trade publications
 - Stay alert to burgeoning & unresolved issues in policy & practice
- Co-author with professors of practice & thoughtful practitioners
 - Many clinical faculty, DBAs, and even MBAs have research skills, as well as deep insight & access to practice settings

AMP essays outline important issues

- Many scholars have little or not interaction with practitioners
 - We encourage collaboration, but it's not always feasible
- AMP has several essay formats that identify issues worthy of study
 - *Practitioner Perspectives*: hear directly from senior managers
 - *Relevance Reviews*: hear directly from impactful scholars
 - *Book Briefs*: hear directly from popular business books



Overview of *Practitioner Perspectives*

- Generally two coauthors: senior practitioner & academic expert
- AMP uninterested in theoretical issues; focus on important managerial issue & make strong case for its relevance
- Practitioner provides specific, honest, & open review of their direct experiences with this important issue
- Expert scholar reviews literature to explain how evidence to date has framed & informed this issue
- Coauthors explain what remains unresolved and chart roadmap to guide future studies about this issue
- **NOTE: Coauthoring with a practitioner does not make it a PP essay; also, do not present solutions, as that is for standard articles**

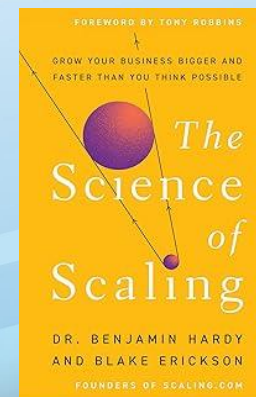
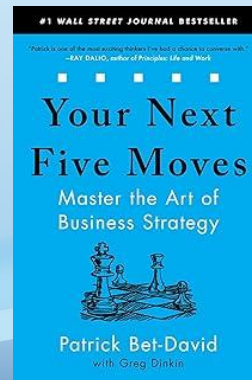
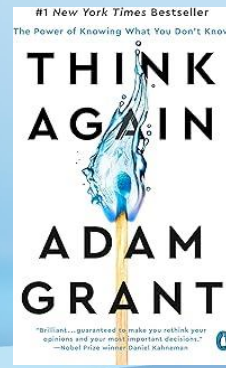
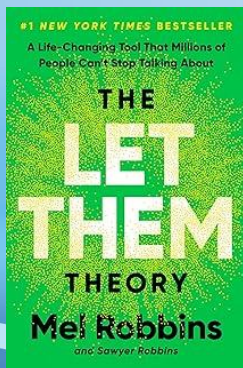
Overview of *Relevance Reviews*

- Will focusing on real-world issues destroy your career? (No.)
- These invitation-only essays from senior scholars explain how they built great careers while doing highly impactful work, advise how you can, too, and offer explicit guidance on important aspects of real-world issues that need more studies
- Be on the lookout for forthcoming essays from *Herman Aguinas, Don Hambrick, Julian Birkinshaw, Tima Bansal, Anita McGahan, David Teece, Mette Morsing, Todd Zenger . . .*



Overview of *Book Briefs*

- AMP is awesome, but managers don't solely rely on it
- Managers often turn to "airport books" for business advice
- Are they getting good advice from these popular books?
- BB essays analyze popular business books that purport to address an important managerial problem
- Bring academic rigor to bear, to augment their insights, and to identify gaps that require further study



Also . . . Constructive Confrontations

- Managers confused by debates; need solutions that abate debates
- For CC, those who have published opposing perspectives before come together to jointly conduct a new study
- Must focus on important managerial – not theoretical – issue
- Specify precise points of contention; how do sides differ?
- Justify & conduct original study to resolve point(s) of contention
 - *Not an essay; same analytical requirements of a standard article at AMP*
- Share results & explain how they abate the focal debate
- Develop roadmap for studies that further resolve debate

Proposal or no proposal?

- Our standard articles do not begin with proposals
 - Must submit a full draft from the start
- Our other formats do begin with proposals
 - *Constructive Confrontations*: explain debate & how it'll be abated
 - *Practitioner Perspectives*: justify coauthors & the managerial issue
 - *Book Briefs*: justify topic and selection of books to analyze
- ALL PROPOSAL FORMS ARE ON OUR WEBSITE: aom.org/amp
- Proposals are optional, but risky to proceed to full paper without
 - Greenlit proposals are not guarantees of acceptance, though



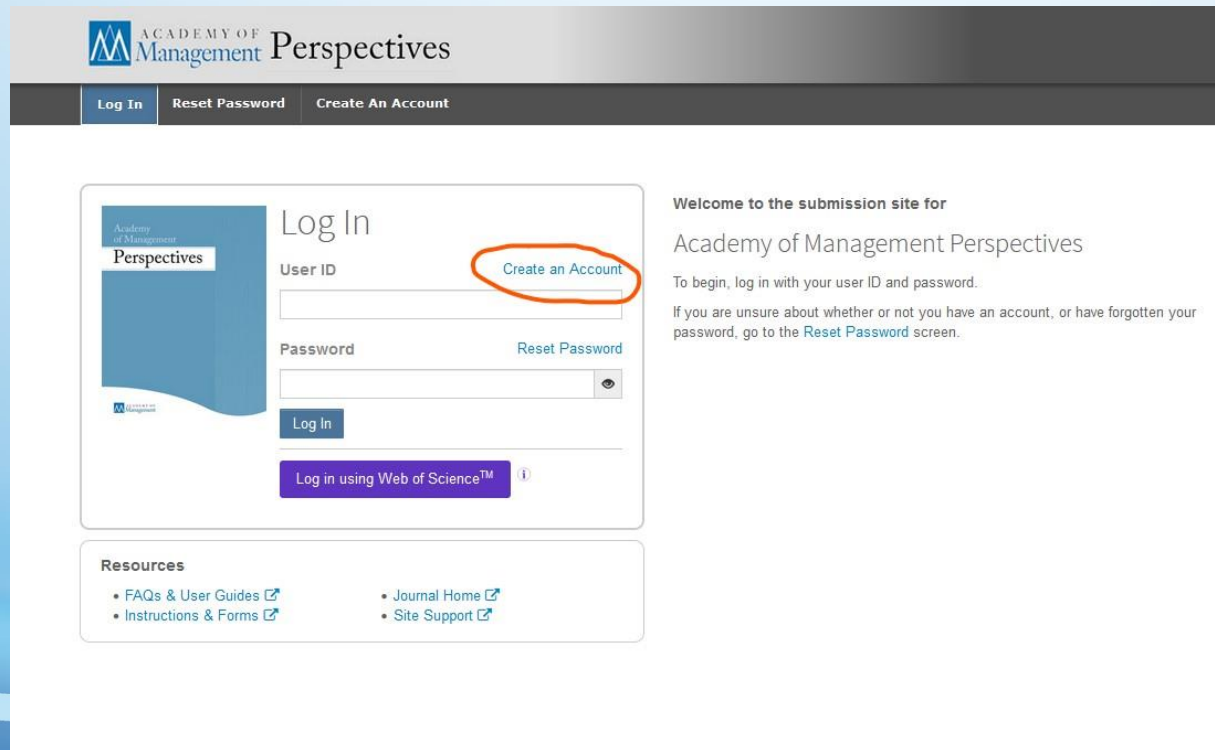
Overview of AMP portfolio

Format	What it is	What it is <i>not</i>
<u>Standard article</u> - <i>Empirical & conceptual</i>	Original analysis of an important managerial problem that evinces actionable solutions	- Theory driven - Purely descriptive - Lesser analytics - Translation piece - Proposal-based
<u>Constructive Confrontations</u> - <i>Proposal-based</i>	Joint analysis by opposing sides to abate an open debate	- Back & forth debate with no resolution
<u>Practitioner Perspectives</u> - <i>Proposal-based</i>	Senior practitioner draws from direct experience to specify practical issues in need of scholarly research	- Standard article with a practitioner involved - Solution to a managerial problem
<u>Relevance Reviews</u> - <i>By invitation only</i>	Senior scholar draws from direct experience to specify how to develop a career that has impact on practice	- Biographies - Open for proposals
<u>Book Briefs</u> - <i>Proposal-based</i>	Critical analysis of a set of popular business books	- Single book summary



To learn more about AMP

- Check out our website: <https://aom.org/amp>
 - Contains author resources and many other details about AMP
- Review for us when asked
 - Get a hands-on understanding of what it takes to publish



The screenshot shows the login page for the Academy of Management Perspectives submission site. At the top, there is a navigation bar with links for "Log In", "Reset Password", and "Create An Account". The main content area features a "Log In" form with fields for "User ID" and "Password", a "Log In" button, and a "Log in using Web of Science™" option. A "Create an Account" link is circled in orange next to the User ID field. To the right of the form, there is a welcome message and instructions for logging in. Below the form, there is a "Resources" section with links to "FAQs & User Guides", "Instructions & Forms", "Journal Home", and "Site Support".

ACADEMY OF Management Perspectives

Log In Reset Password Create An Account

Log In

User ID [Create an Account](#)

Password [Reset Password](#)

Log In

Log in using Web of Science™

Welcome to the submission site for
Academy of Management Perspectives

To begin, log in with your user ID and password.
If you are unsure about whether or not you have an account, or have forgotten your password, go to the [Reset Password](#) screen.

Resources

- [FAQs & User Guides](#)
- [Instructions & Forms](#)
- [Journal Home](#)
- [Site Support](#)

Consider this special issue

- Great opportunity to look through the “managerial implications” sections of prior AOM publications and provide real solutions

Special Issue of *Academy of Management Perspectives*

Turning implications into evidence: Actionable solutions to real-world problems of practice and policy based on prior Academy of Management publications

DEADLINE: 31 JANUARY 2027

Guest Editors:

Julian Birkinshaw, Western University

Thomas P. Lyon, University of Michigan

Denise M. Rousseau, Carnegie Mellon University

Majken Schultz, Copenhagen Business School

Mo Wang, University of Florida

AMP Editor:

Michael L. Barnett, Rutgers University

Getting beyond suggestions – to find evidence

From “Practical Implications” section of recent AMJ

There are many organizational practices that can and should be utilized to facilitate a healthier form of perfectionism in employees. For example, leaders and employees, particularly those within high performance pressure industries, can be trained to search for signs indicating that others may feel trapped in a cycle of maladaptive perfectionism (e.g., harsh self-criticism, self-harming behaviors), and taught ways to proactively affirm the humanity of those individuals. **Our work would suggest** that this is particularly important for entry-level professionals seeking to prove themselves. Additionally, human resource professionals, mentors, or others involved in the organizational onboarding of newer employees **would be wise** to ensure that they avoid sending dehumanizing signals. We are not suggesting that the pursuit of excellence be diminished following these recommendations. Rather, **we encourage** those mentoring early career professionals within a high-pressure environment to make the changes necessary to model adaptive behaviors and provide a learning environment for their mentees, while maintaining high quality expectations. **Our work suggests** that doing so can signal mentees to embrace their own humanity, while simultaneously encouraging them to strive for excellence.



Do more than imply – provide evidence

From “Practical Implications” section of recent AMR

Our theory also has several practical implications for directors and boards, especially as they navigate stressful, high-stakes decisions. First, **it highlights** the relevance of norms not typically discussed in the governance context. Most existing work centers on expectations of attendance, effort, willingness to ask questions, and reciprocal social support ([Boivie et al., 2021](#); [Forbes & Milliken, 1999](#); [Nicholson & Kiel, 2004](#)). However, **our arguments suggest** that emotionally competent norms are also important to foster because they reduce emotional costs, contributing to directors’ long-term engagement and cohesion. In addition, we show how positive board norms in many settings—for example, expectations of “professionalism”—can present challenges when it comes to emotional regulation. Such norms can inadvertently encourage emotional suppression, increasing emotional labor and the psychological strain borne by directors ([Morris & Feldman, 1996](#)). Indeed, while the literature no longer presumes that directors are perfectly objective or rational, our work goes a step further by **challenging the idea** that cognition alone can fully explain directors’ behavior. Boards encounter many situations that activate emotion, and, whether it is displayed or not, directors’ emotions have meaningful impacts on them and their work. Therefore, board leaders **should** intentionally cultivate norms that support constructive emotional management.



Go beyond hedging – evidence what really works

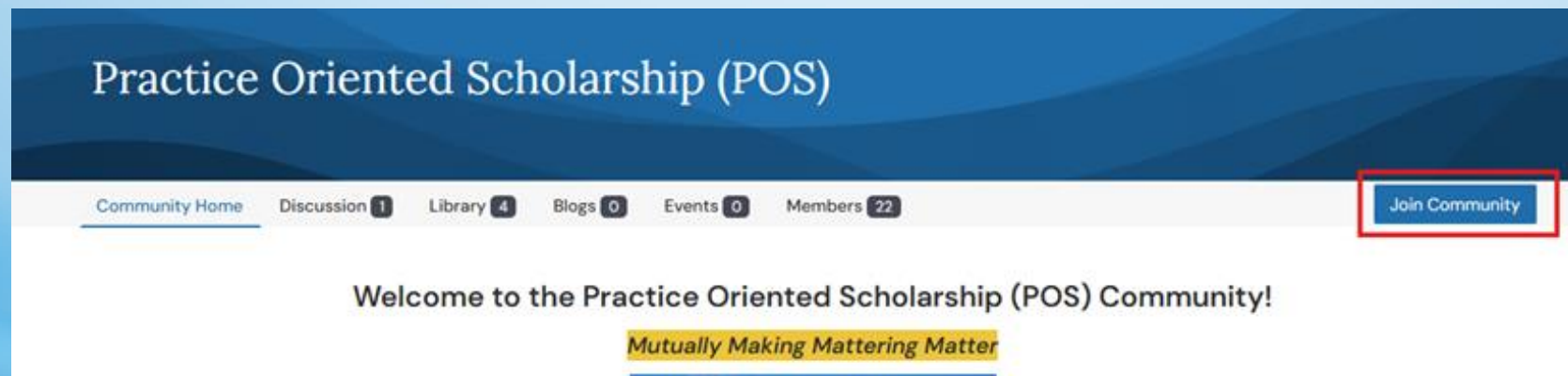
From “Discussion” section of recent issue of AMD

Finally, the proposed model ([Figure 1](#)) requires strong backing from management, active engagement from employees, and a substantial allocation of resources. As a result, **we anticipate** its most effective application in organizations that prioritize curiosity as a central strategic asset, particularly in contexts demanding exceptional creativity (as evidenced by elBulli) or in knowledge-intensive organizations navigating highly competitive environments. Industries like technology, design, healthcare, and education, which rely heavily on creativity and continuous learning, can adapt these mechanisms to foster a culture of exploration and discovery. For instance, codified provocations, such as structured workshops and documentation systems, **may be** more readily adopted by innovation-oriented units, like R&D teams or agile project groups, which inherently align with exploratory goals. In contrast, uncoded provocations, which depend on informal and spontaneous interactions, **may face** greater challenges in hierarchical or routine-driven environments. For such contexts, fostering psychological safety and creating opportunities for informal interactions **may help** bridge these gaps. We suggest that the applicability of these mechanisms **may vary** across organizational units. Innovation-driven teams are **likely to find** these practices more intuitive, while operational units **may require** tailored adaptations to align curiosity practices and mechanisms with their goals. This distinction highlights the importance of situating our proposed curiosity-driven model within the specific cultural and structural conditions of an organization.



Join this burgeoning community

- **Practice Oriented Scholarship (POS)**
 - A new community within AOM Connect
 - Log in to AOM Connect (connect.aom.org)
 - Navigate to the Communities menu
 - Select Member Affinity Forums
 - Then join Practice Oriented Scholarship!



In summary

- **Do work on real-world issues that matter to managers**
 - This includes social issues – they are some of the most complicated issues for managers to sort out
 - **But do it rigorously, else it lacks credibility**
 - Academic activism is in selecting what to work on, and not in pre-selecting favored solutions; let the work speak
 - **Provide solutions, not just a description of the problem**
 - We have the time & talent to objectively analyze real issues & to provide actionable solutions – managers have every incentive to use our work, if we can solve their problems





THANK YOU!

Let's get AMPed!

