



Critical Management Studies Division

Academy of Management

QUARTERLY NEWSLETTER JUNE 2019

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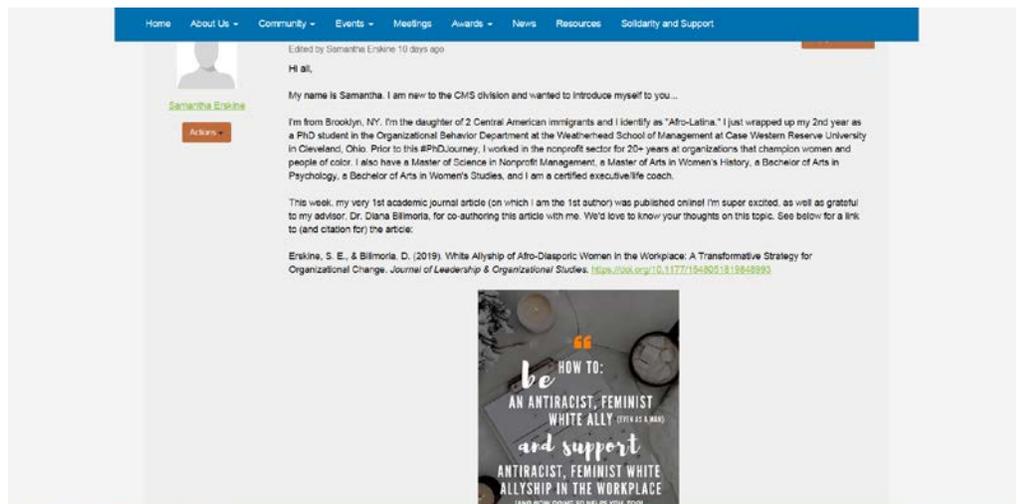
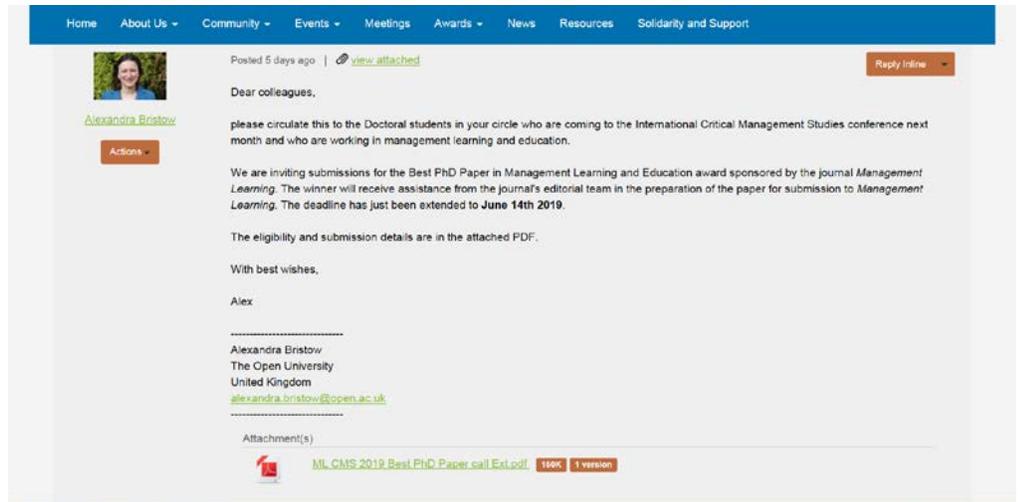
Connect@AOM has launched!

Mark Learmonth, Division Chair, Durham University, UK

Our CMS Division launched Connect@AOM early in May 2019. And the even better news is that it can be used for free by **anyone** interested in CMS – not just AOM members. All a non-member needs to do is create an AOM log-in. We are already seeing posts from a variety of people about a healthy range of subjects, and I would encourage everyone to use it as the default way of communicating with the CMS community.

Many of us, rightly, are already looking forward to the AOM conference at Boston. But as the CMS Executive Committee, we are very much aware that there are plenty of people who would have liked to attend, but are unable to get to the conference for practical reasons. We know, for example, that critical perspectives are actively denigrated in a significant number of business schools. Effectively this can mean that people working in these kinds of environments have a particular struggle on their hands to obtain conference funding, or indeed any other support for their work. It is in this context that Connect@AOM is especially important, because it represents a response to offer practical support to *everyone* in our community, over and above the conference.

Over time, I hope Connect@AOM will develop into a widely used, but as importantly, a friendly and support-

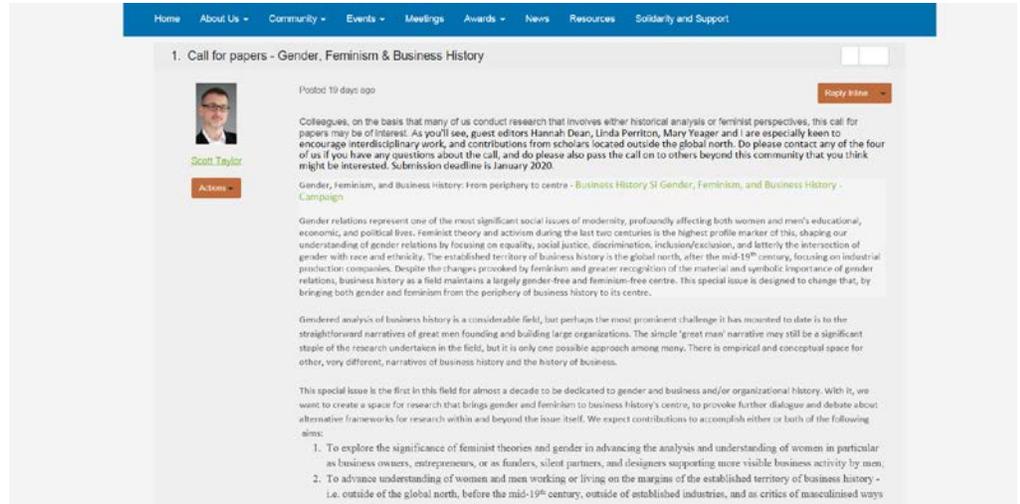


ive resource, for everyone interested in CMS. Use it for making announcements (e.g. about a journal special issue, or a conference, or your latest publication) but also for asking questions, or initiating debates about things that are on

your mind that you think will be of wider interest. Please have a go – it’s easy to do – and the more it is used the better.

Finally, as you can imagine, setting up Connect@AOM has not been an entirely straightforward process (to say

the least). Most of the practical and technical work involved has fallen to our *Representative-at-Large* (*Communication, Social Media and Website*), **Marie Hasbi**. Marie has spent a significant part of her time working on the set-up, and she now continues to act as the moderator of all the posts that are made. So I want to pay **public tribute to Marie** for all her work in this area; work that is, of course, on top of her other responsibilities as Representative-at-Large. I'd like to thank her for the invaluable contribution to the CMS Community she is making.



Thank you, Marie!

2019 CMS Election Results!

Ozan Alakavuklar, Massey University, New Zealand, joining Utrecht University, Netherlands in July 2019
Alison Pullen, Macquarie University, Australia

Congratulations to Dr. Ozan Alakavuklar and Professor Alison Pullen, who were elected to the Division Chair Track (2019-24) role as a team. Alison and Ozan will start their 5-year term as PDW Co-Chairs (for the 2020 meeting), followed by Main Scholarly Program Co-Chairs (for the 2021 meeting), Division Co-Chairs Elect (for the 2022 meeting), Division Co-Chairs (for the 2023 meeting), and conclude as Past Division Co-Chairs (for the 2024 meeting). For a sense of what the 5-year Division Chair Track role involves, please see the [October 2018 Newsletter](#).

CO-CHAIRS' PLATFORM:

Dear members of the CMS community,

It is our great pleasure to be elected by the Critical Management Studies Division to the roles of **Division Co-Chairs Track (2019-2024)**. We have a long history of both contributing to and benefiting from the work of the Academy of Management, having participated in the annual meetings, presented work in the scholarly program and organized and spoken in symposia and professional development workshops. This work has been done with the CMS Division, as well as in all-Academy sessions, and with the Gender and Diversity in Organizations, Organization and Management Theory, Research Methods, and Social Issues in Management Divisions. We have been professional colleagues for many years and bring to the Executive a shared belief in the CMS values of diversity, inclusion and equality, as well as commitment to academic activism beyond University walls.

Respecting the traditions of the Academy, we look forward to building on previous Executive work that has supported interdisciplinary and multiple criticalities, and has brought progressive political positions to bear on management research and theorising. We value the importance that the CMS Division has in encouraging and defending criticality in the Academy more generally, building scholarly relations

across divisions to build capacity, and ensuring that the CMS Division is managed and developed in a sustainable and inclusive way.

As Co-Chairs, we will continue the work of our predecessors by demonstrating open and collaborative ways of working, developing future strategies, and embracing the international scholarly community, most especially in the under-represented global south. We are fully aware that a role in the Division Executive requires significant commitment of both time and effort, and we look forward to this commitment. A key objective for us is to recruit new members to the Division from around the world, as well as to re-engage scholars who have had a hiatus from the Division. We will solicit and accept critical scholarship, encouraging contributions that allow contemporary political debates which connect with traditional CMS thought. This will include a respect for how the rich theoretical inspirations from the social sciences and humanities can continue to animate critical conceptual and empirical research in management. We will encourage the politicisation of research and ask: what can our research achieve in championing criticality not only in the Academy, but, more importantly, in global business and society more generally? We will continue to communi-

cate the importance of doing critical research, combatting pressures for that work to be marginalised in business schools. We will also emphasise how research-driven teaching would be a path forward for challenging deep-seated assumptions in management curricula, theory and practice.

We will work to secure and expand the CMS Division's place in the Academy, lobbying to increase our visibility and position in the conference. We will seek counsel from previous past chairs on the challenges facing the Division, as well as to better understand our strengths and build on key areas. This will serve to secure a vibrant, critical group of scholars who are active in making a difference by having our research recognised, building confidence in our student membership, creating culturally appropriate networking opportunities for all colleagues, and rewarding research which challenges the status quo.

As Co-Chairs of the Division, our key goals will be:

- To increase and diversify membership, as well as to secure opportunities to build capacity through increased student membership. We acknowledge that the Division is international (indeed, more so than other divisions) and see this as our strength. We will be especially vigilant in encouraging international

submissions and attendance.

- To ensure that the Division understands its non-mainstream status in the Academy and finds ways to compete with other divisions for members and resources.
- To develop local initiatives in Vancouver, Philadelphia, Seattle and beyond by working with local academic and activist groups.
- To engage with our journals to support the CMS Division and attract sponsorship from publishing houses so that there are incentives to do critical research. Key focus will be on securing prizes for doctoral and early career research and developing more writing and publishing workshops in the Division.
- To ensure that the scholarly programme is attractive to other division members and use this to promote cross-division activities and membership.
- To secure funding for outreach activities such as 'Get out of the Hotels'.
- To develop social media platforms for members, such as, Connect@AoM.
- To use the Division to critically challenge oppressive structures that violate our principles and values.
- To challenge the institutionalisation of research metrics and narrowly defined impact discussions which marginalise critical research.

As members of the Division Executive, we will ask not only what has the Division done, but also what does it need to become, as we move forward to promote Critical Management Studies in the Academy and to ensure its political relevance more generally.

OZAN ALAKAVUKLAR is currently working at Massey University (New Zealand) School of Management (Albany) as a Senior Lecturer, and will join Utrecht University (the Netherlands) School of Governance in July 2019 as an Associate Professor. He is a member of the editorial collective of *ephemera* and book reviews editor of *Labour & Industry*. His research interests are based on alternative organisations, social movements and social change. Through his research, Ozan intends to access, support and work with activist communities addressing the current burning issues of our contemporary society, such as inequality, food surplus/poverty and unsustainable organisational practices. As a part of this research agenda, he initiated the 'social movements, resistance and social change conference' in New Zealand in 2014, which was held four years in a row and acted as a bridge between academics and activists. His research, which is usually a product of collegial and collective scholarship, was published in *Academy of Management Learning and Education*, *Journal of Business Ethics*, *Gender, Work and Organization*, *Culture and Organization*, and *Relations industrielles/Industrial Relations*. He was awarded 'Early Career Award for Distinction in Research' by Massey Business School and 'Best Paper in Critical Business Ethics: Chicago 2018' by the AoM CMS Division for his co-authored study with Fahreen Alamgir.



ALISON PULLEN is Professor of Management and Organization Studies at Macquarie University, Australia, and Editor-in-Chief of *Gender, Work and Organization*. Alison has held academic positions at the universities of Leicester, Essex, Durham, York and Swansea in the UK, and UTS and Macquarie University in Sydney, Australia, and numerous visiting professorships including the Otto Mønsted Visiting Professor at Copenhagen Business School. Over the course of her career, Alison's work has been concerned with analyzing and intervening in the politics of work as it concerns gender discrimination, identity politics, and organizational injustice. An internationally renowned researcher, Alison is a prolific contributor to leading journals in the fields of organization theory, gender studies, and management studies. Her recent books are *Diversity, Embodiment and Affect* (2019, with Marianna Fotaki), *Feminist and Queer Theorists Debate the Future of Critical Management Studies* (2017, with Nancy Harding and Mary Phillips), and *The Routledge Companion to Ethics, Politics and Organization* (2015, with Carl Rhodes). She is Series Editor with Robert McMurray of the Routledge Focus *Women Writers in Organization Theory* series and is currently editing *The Routledge Companion of Gender, Work and Organization* (with others). Alison is Associate Editor of *Organization and International Journal of Management Reviews*, and sits on the editorial board of *Organization Studies* amongst several other journals. She has organized major conferences, including the Gender, Work and Organization conference held in Sydney in 2018, and frequently convenes international colloquium streams. Alison is currently working on an Australian Research Council funded project on leadership diversity. In 2018, she was named Gender Studies Field Leader by *The Australian*.





2019 Annual Meeting, Keynote Speaker – Professor Cynthia Enloe

Stephen Cummings, Division Co-Chair Elect, Victoria University, New Zealand

Ajnesh Prasad, Division Co-Chair Elect, Royal Roads University, Canada; Tecnológico de Monterrey, Mexico



We are delighted to be welcoming **Professor Cynthia Enloe**, world-renowned feminist and critical writer, as our Keynote speaker at the Academy of Management conference in Boston. The talk will take place on the Monday afternoon at 4.30 pm. Professor Enloe's work explores the interplay of gendered politics, with special attention to how women's labor is made cheap in globalized factories and the effects of this. Her best-known book, *Bananas, Beaches and Bases*, explores how companies' and governments' dependence on women's skills and labor - both unpaid and low paid - have been crucial to such globalized industries as garments, food, tourism and domestic work. There is a great deal of resonance between Professor Enloe's work and themes that have become increasingly popular in our PDWs, Symposia and Paper submissions in the past few year.

We are certain that her talk will inspire CMS scholars and critical thinkers from all parts of The Academy, and don't forget that, as per Professor Nancy Harding's keynote address last year, we'll move straight from the Keynote Address to the

CMS main social. So please invite your friends from other divisions, and bring them to the social to discuss the talk and share ideas. We would like to conclude by thanking Professor Özkazanç-Pan for connecting us with Professor Cynthia Enloe!





2019 Scholarly Program Highlights



Patrizia Zanoni, Main Scholarly Program Co-Chair, Hasselt University, Belgium, and Utrecht University, the Netherlands

Marcos Barros, Main Scholarly Program Co-Chair, Grenoble École de Management, France

This year's CMS program features multiple sessions of particular relevance to the 2019 Annual Meeting theme "Understanding the Inclusive Organization". Adopting a broad range of critical theories, the paper sessions and symposia will discuss the organizational dynamics of inclusion and exclusion, the terms of inclusion imposed by the contemporary organization of work, and experiences of more inclusive alternatives inside capitalism and in its interstices.

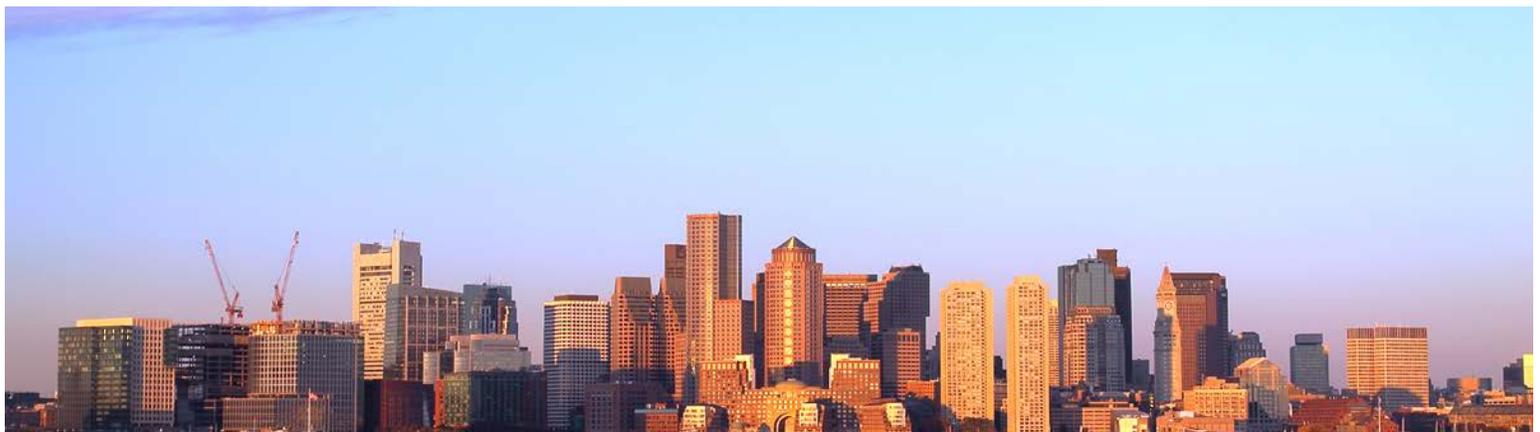
We start with a first discussion paper session 20284 "Inclusiveness, Care and Dignity" on Sunday afternoon with exciting papers on the ideological and cultural construction of women's work through the notions of 'izzat' and 'iman' (Alamgir), the ethics of care in fieldwork (Antoni & Beer), the dynamics of inclusion in co-working spaces (Cnossen & Knappers), and inclusion and open organizing (Dobusch, Dobusch & Kreissl).

Monday morning features two highly topical paper sessions. We start with session 20270 "Advancing the Frontiers of Critical Diversity Research" including papers on the role of masculinity in global value chains (McCarthy, Soundararajan & Taylor), discourses of diversity and inclusion in the Turkish con-

text (Kornau, Knappert & Erdur), posthumans in IT (Lee, Harding & Tassebeji) and the inner paradoxes of diversity (Feix). We continue with session 20275 "Inclusion: Critical Reconceptualizations" featuring the dark side of refugees' inclusion at work (Ortlieb, Glauning & Weiss), high-skilled migrants' struggles for recognition (Morillas & Romani), inclusion and exclusion in low-wage labor (van Eck & van den Brink), management by planned dispossession and differentiation (Hanlon, Mandarini & Rai).

Our last highlight is session 20278 "Alternative Spaces and Organizations" investigating how novel organizational forms are redefining the terms of inclusion. This session includes papers on the sharing economy (Eräranta, Moisander & Penttilä), indigenous organizing (Ruwhiu, Carter, Amoamo, Bargh, Ruckstuhl, Carr & Awatere), non-capitalist value creation (Alakavuklar), theatre-intervention, counter-narrative and social change (Prado Saldana, Le Puil, Mailhot & Pozzebon) and gold and social reproduction in South Asia (Zulfiqar).

We look forward to seeing you all at the CMS sessions at AOM Boston in August!



Doctoral Student and Early Career Scholar Consortia

Boston Awaits!

Banu Özkazanç-Pan, Past Division Co-Chair, University of Massachusetts, Boston, USA

Paul Donnelly, Past Division Co-Chair, Dublin Institute of Technology, Ireland

Alexandra Bristow, Open University, UK

Nadia deGama



The Division's Doctoral Student and Early Career Scholar Consortia are aimed at meeting the needs of both doctoral students and early career scholars interested in critical research, teaching, and engagement.

The consortia provide a great opportunity for participants to connect with like-minded individuals at all career stages, from varied nationalities and backgrounds, and explore ideas, share knowledge and contribute to the discussion on a diverse range of topics and issues. Also, the consortia afford participants the opportunity for one-on-one discussion with more experienced critical management scholars.

The Division's Professional Development Workshop Program, which starts after the consortia and runs through to Saturday evening, offers participants further opportunities for development on a variety of related topics.

The consortia will start at 8am on Friday, August 9, and will include a buffet breakfast (kindly sponsored by FGV EAESP, Sao Paulo).

DOCTORAL STUDENTS...THIS IS FOR YOU!

The CMS **Doctoral Student** Consortium is offered to PhD students, who are at any stage in their program. *[Please note - You should apply for the Division's **Early Career Consortium** if you have completed your dissertation and are getting ready to start a faculty position in 2019.]*

The Doctoral Student Consortium is a great opportunity to connect with like-minded individuals and explore ideas, share knowledge, and contribute to discussion about critical management studies research, teaching, and engagement.

This year, the consortium will use an interactive round-table format to allow participants to engage in more focused discussions with more experienced CMS scholars.

To ensure that the consortium is as tailored as possible to the developmental needs of the student participants themselves, the [application form](#) asks would-be participants to note questions or concerns they have under the following headings: dissertation; research; publishing; teaching; engagement; career; and other. The submitted questions/concerns will serve as the basis for the round-table discussions. For interested student participants, we will also endeavor to facilitate you with the opportunity for one-on-one mentoring with an experienced CMS scholar.

While the consortium is targeted at doctoral students affiliated with the CMS Division, we also welcome students with a primary affiliation to another Division, who see critical scholarship as important. Students interested in participating in the consortium should complete these three steps:

- 1) Complete the [application form](#) and email it by the deadline (**Friday, June 28, 2019**) to the consortium organizers, Banu Özkazanç-Pan and Paul Donnelly.
- 2) Register for the AOM conference at <http://aom.org/annualmeeting/registration/>. *(Please note that participants must be registered for the AOM conference before they can access the PDW Registration System and register for the consortium itself.)*
- 3) Register for the CMS Doctoral and Early Career Consortium on the PDW Registration System at <http://events.aom.org/d/s6qxzy> by **Friday, July 26, 2019**. The registration code is **8FNA3P**.

Please note that places are limited and will be assigned on a first-come, first-served basis. We look forward to hearing from you!

Banu banu.ozkazanpan@umb.edu and Paul paul.donnelly@dit.ie

EARLY CAREER CONSORTIUM: MOVING BEYOND 'HOW TO' TIPS TO REFLEXIVE AND TRANSFORMATIVE ACTION

Junior faculty are the future of the academic profession, yet they are often conceptualised as a particularly helpless and vulnerable academic group, first to succumb to pressure in the context of neoliberal Higher Education. The helpless compliance with dominant values by early-career CMS academics would spell a bleak future for the field of CMS, the ethos of which is arguably already being eroded in the context of new managerialism in contemporary academia.

We continue the theme started by the Early Career Consortium in Vancouver, 2015, which was organised by Alex Bristow, Olivier Ratle, Sarah Robinson and Sophie Tessier, and we thank them for their ideas on which we draw here. The key aim of this year's Early Career Consortium is to question this image of helplessness and passivity by exploring the ways in which junior CMS faculty can make a difference in their universities, academic fields, scholarly communities and the wider society. The consortium will be run by early-career academics for early-career academics.

We have chosen to move beyond the typical consortia 'how to' tips (i.e. how to get published, how to teach, how to get tenure etc.) and instead in a mutually-supportive and constructive environment, we will reflect on the pressures and vulnerabilities specific to early-career CMS experiences which may be operating towards our compliance with dominant ideas and practices. We will then work collectively to imagine, critically and reflexively, active and transformative relationships with our institutions, our field and its wider context.

While the consortium is targeted at early career scholars affiliated with the CMS Division, we also welcome scholars with a primary affiliation to another Division, who see critical scholarship as important. To sign up for the consortium, please be sure to follow and complete these three steps:

- 1) Complete the [application form](#) and email it by the deadline (**Friday, June 28, 2019**) to the consortium organizers, Alexandra Bristow and Nadia deGama .
- 2) Register for the AOM conference at <http://aom.org/annualmeeting/registration/> (*Please note that participants must be registered for the AOM conference before they can access the PDW Registration System and register for the consortium itself.*)
- 3) Register for the CMS Doctoral and Early Career Consortium on the PDW Registration System at <http://events.aom.org/d/s6qxzy> by **Friday, July 26, 2019**. The registration code is **8FNA3P**.

Please note that places are limited and will be assigned on a first-come, first-served basis. We look forward to hearing from you!

Alexandra alexandra.bristow@open.ac.uk and Nadia nadia.degama@gmail.com

CALLING ON OUR CMS COMMUNITY: WE NEED MENTORS FOR AOM 2019 IN BOSTON

In our continuous effort to build and foster a culture of support within our community, we are calling on our community members to let us know if you would be willing to act as a mentor to our doctoral students and early career academics. We would like to highlight that this call for mentors is not just for the more 'experienced' members, but is also open to more junior faculty. In fact, in some ways, the recent experiences of our early career members may be the most relatable for our doctoral students. Whatever the stage of your career, if you are interested in becoming a mentor, please contact Nadia (nadia.degama@gmail.com).

GOOTH (Getting out of the Hotels) PDW 2019

GOOTH Organizers



Arturo E. Osorio,
Division Treasurer,
Rutgers University, USA



Sinéad Ruane,
Central Connecticut
State University, USA



Sharon Feeney,
Technological University
Dublin, Ireland



Rafael Burgos-Mirabal,
University of
Massachusetts - Amherst

Exploring four centuries of local struggles in Boston, Massachusetts, one of the thirteen British colonies of the US.

The People's History Walking Tour aims to explore the local struggles toward social, material, and moral equality and justice in the Boston area. The PDW (Professional Development Workshop) showcases the conditions that took place over the span of four centuries, from the first European settlements to our days of late capitalism. Focusing on the organized responses to an array of concrete conditions affecting distinct segments of the local population through time, this tour provides an educational experience that will heighten

awareness on the sociopolitical processes that Martin Luther King Jr. referred to, in the aggregate, as the bending toward justice of the long moral arc of the universe. These processes are both situated and transhistorical, happen piecemeal yet might partially build on one another, and bring to the fore the agency of societal sectors that are not the usual protagonists from the state, industrial, and professional elite classes. Rather, it is the agency of the newcomers to and the underdog in the social formation that has tended to drive change in these historic cases. These processes have organized across gender, ethnic, and racial lines through time.

The tour ends at Democracy Brewing,

a worker's cooperative brew house, where we'll have a wrap-up discussion over paid-for beer and non-alcoholic drinks.

Tour participants meet PDW session organizers promptly, at 2:00 PM, at the Boylston Street entrance of the Hynes Convention Center. Registration: \$35.

As a group, we will walk around the block to the nearby Hynes Station, on the Green Line, the first subway line of any city in the U.S. The Tour will begin from outside the Park Street Station in Downtown.

Pre-registration strongly encouraged. Limited space available.

Contact: Sinéad Ruane at sineadruane@gmail.com



Diversity & Inclusion Theme Committee (D&ITC) PDW Program Highlights for Boston 2019:



Fostering a more diverse and inclusive AOM community

Banu Özkazanç-Pan, D&ITC PDW and Incoming Co-Chair, University of Massachusetts Boston
Paul Donnelly, D&ITC PDW and Incoming Co-Chair, Technological University Dublin

The mission of the *Diversity & Inclusion Theme Committee* (D&ITC) is to provide learning and outreach opportunities that foster a more diverse and inclusive Academy of Management community.

In keeping with our mission and the 2019 conference theme, *Understanding the Inclusive Organization*, the D&ITC program of PDWs (at Boston's Hynes Convention Center, BCC) engages with diversity and inclusion through: **Gender Equity At Work? Pay Inequity and Underrepresentation** (Friday 8–9:30am, BCC 203); **Inclusive Academies: Understanding, Creating and Operating Inclusive Academies in Management** (Friday 9:45–11:45am, BCC 203); **Time to Open the Door to Virtual Conferences?: Becoming a Fully Inclusive AOM through Technolog** (Friday 1–3pm, BCC 204); **Moving Up the Academic Ladder: It's Time for More Women Full Professors** (Friday 2–3:30pm, BCC 309); **LGBTQQIA+ Inclusion in the Academy of Management: Understanding AOM as an Inclusive Organization** (Friday 2–4pm, BCC 107); **Sexual Harassment** (Friday 2:45–5:15pm, BCC 313); **Do I Fit in at AOM? Concealed Identities and Engaging Your True Self at the Academy** (Saturday 9:45–11:15am, BCC 205); and **Co-Creating Enabling Conference Environments** (Saturday 10am–12pm, BCC 103).

We are also co-sponsoring PDWs with AFAM, GDO, CMS, IM, ITC, OB and PTC, which cover such topics as: **tribal identity; publishing diversity research; gender, embodiment and identity; inequality, violence and humanity; organizational fringework; building GDO community; neurodiversity inclusive organizations; and bridging the gap in diversity and inclusion field research.**

Finally, we very much welcome all AOM members to our interactive **Town Hall Meeting** (Saturday 1:45–3:45pm, BCC 313), where we will review progress since last year, and participants will share inclusion experiences and best practices for making AOM more diverse and inclusive. This will be followed by our **Connections Café** (Saturday 4–5:30pm, BCC 313), where AOM members can connect socially over afternoon snacks and drinks.



Spotlight on Sara Persson

PhD Student, Södertörn University

Visiting PhD Student, University of Leicester School of Business

I would like to take this opportunity to share with you what I think are the strengths of autoethnography, an approach to research that I have taken in my PhD project. But let me first tell you about the empirical setting of my research, a field in south-central Albania called Patos-Marinza.

This field can best be described as a vast agricultural area divided into thousands of small land plots and with multiple villages spread out along dusty gravel roads. On a clear spring day the sky is high with blue intensity, the lands green with growing crops and the mountain Tomorri rests proudly in the horizon. Oil was first extracted from the abdomen of Patos-Marinza in the 1930s and since then people have worked intensively on its surface to unearth its treasures. During the Albanian communist regime led by Enver Hoxha, oil extraction was carried out by the state owned company Albpetrol. Later, when communism collapsed in the 1990s, multinational corporations took over the operations of the oilfield. In this process, some people became rich from Patos-Marinza's resources while others still live in poverty on top of its black gold. The ones who became rich were often brief visitors, they took what they wanted and left.

I am one of those persons.

Between the years 2010 and 2015, I worked in a Canadian oil company as a Community Relations Coordinator. During these years I ran around Patos-Marinza villages on behalf of the company, trying to make residents with grievances calm down. The residents complained about issues such

as poor air quality, blocked drainage canals and noise from drilling rigs, and rarely could I do something to ease the impacts from oil industry on their lives. I left in the end of 2015, like all the foreigners before me have done, but the conflicts between residents and the company continued.

In my PhD project I take an autoethnographic approach, which means that in hindsight, I write about and analyse my own role in the subject I am studying. Carolyn Ellis, one of the pioneering advocates of this approach, describes autoethnography as "an opening to honest and deep reflection about ourselves, our relationships with others and how we want to live" (Ellis, 2013/2016, p. 10). In retrospect I would say that my dissertation project started when I, as a company representative, was standing on a road in the middle of Patos-Marinza with oil trucks lining up in both directions blocked by a mob of angry men. The men blocked the road as part of their strategy to make the company act, and this was one of many protests I encountered during my years in Patos-Marinza. My research is built around these pivotal moments to investigate how the relationship between corporate dominance and community resistance can be understood. These 'impressionistic' tales from the field (Van Maanen, 1988/2011) aim to make my experiences from Patos-Marinza come to life for the reader, and through these stories I discuss the local hegemonic struggles that are the building blocks of globalized capitalism (Laclau and Mouffe, 1985/2014).



Following Norman K. Denzin's desire "to turn the autoethnographic project into a critical, performative practice, a practice that begins with the biography of the writer and moves outward to culture, discourse, history and ideology" (Denzin, 2013/2016, p. 124), I analyze my own role as a company representative and how I was part of the corporate hegemonic articulations (Laclau and Mouffe, 1985/2014) that I now as a researcher aim to understand. This is in line with Sarah Wall's description of the purpose of autoethnography: "to acknowledge the inextricable link between the personal and the cultural and to make room for non-traditional forms of inquiry and expression" (Wall, 2006, p. 146). In my dissertation, I use this approach to understand how the sustainability standards, that I was part of implementing, contributed to the local construction of corporate social hegemony in Patos-Marinza.

I believe that personal critical accounts have an important role to play within CMS, since we all have experiences of corporate practices whether it is as a current or former

employee, consumer, and/or activist. One of my favorite texts is Virginia Woolf's *A Room of One's Own* (Woolf, 1928/2012) which to me represents a brilliant example of how an autoethnographic narrative can work. In the essay Woolf's subject wanders around a university campus finding her participation and opportunities to think and write hindered in various ways due to the fact that she is a woman. Through this account, Woolf uses personal stories in order to address the larger question that she has taken upon herself to answer - what does it take to be a writing woman? Even though Woolf's account is fictional, it demonstrates a way of linking personal experiences to societal issues, a way of telling day-to-day stories which makes the reader see the larger structures that we all are a part of. Autoethnography brings the opportunity to change the gaze in organizational scholarship from a management perspective to one starting from a wider set of stakeholders, who critically examine the corporation as an institution of power. In a world where we constantly are reminded of corporate irresponsibility through scandals linked to environmental effects or corruption, I believe that this perspective is very much needed.

Woolf concludes in her text that an income and a room of one's own are important aspects in order to be able to think and write, and just like Woolf I want to highlight the importance of reflecting on how economic structures impact various groups' possibilities to carry out intellectual and creative work.

As self-funded PhD studies are a common feature in many parts of the world, we need to ask which voices and perspectives are lost through such structures. Therefore, my first advice to senior scholars is to use

whatever power you have to provide the economic opportunities in which younger researchers, from various backgrounds, can thrive. My second advice is to trust in young scholars' own capacities to create work that is unique and that challenges current academic norms and traditions. Critical scholarship needs a constant renewal of ideas and experiences, and this is what younger scholars are uniquely placed to provide.

Critical management studies should start from the premise that all voices are equally worthy, because we all have a unique experience of the world. Here, I want to thank my supervisors Dr. Malin Gawell and Professor Peter Dobers at Södertörn University, who since I started as a PhD student have supported my endeavors to speak with my own voice. It is only through leadership like theirs that a young scholar like me can find the confidence to approach the academic world. To go against norms and institutionalized behaviors is not easy, and young critical scholars need this support more than others. If I would give any advice to other PhD

students, it would be to believe in your own capacity, the value of your own experiences, and to remember that when someone tells you 'it cannot be done' you may be onto something that is important to pursue.

Last but certainly not least I would like to thank the CMS Committee of the AOM for extending opportunities to PhD students to present our work in this newsletter, and the *Management and Organization Division* at Leicester University, where I currently spend time as a visiting PhD student, and has made me feel enormously welcome and inspired in a new environment. I also want to thank Dr. Sverre Spoelstra for providing the recommendations and contacts that made this visit at Leicester possible, and the Head of Division Professor Simon Lilley for being the best host a young researcher could ever wish for. These persons truly understand what it means to support young scholars, and I believe that it is in those daily actions of encouragement from senior scholars that the CMS community grows stronger.

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Inaugural Lecture, Professor Jo Brewis, Open University

Menopause and the workplace

Professor Jo Brewis's full inaugural lecture can be viewed [here](#).

Extended Summary:

Menopause is the stage in a woman's life where she stops menstruating for good. On average, women reach menopause at 51; and perimenopause, the stage where they experience menopausal symptoms including hot flushes, anxiety and difficulties with concentration, at 48.

My collaborators Vanessa Beck (University of Bristol), Andrea Davies (DeMontfort University), Deborah Garlick (Henpicked), Sue Fish (Starfish Consulting) and I have been working on menopause in the context of the workplace for a number of years now. The project is wide-ranging and multi-faceted but it began for Vanessa, Andrea, our co-author Jesse Matheson and me in January 2016 when we started work on a UK [Government Equalities Office report](#). The report was published in July 2017. Based on the report, we have also developed and launched a menopause policy at the [University of Leicester](#), spoken at a range of menopause in the workplace events and published research and media articles. We have recently finished a project to evaluate the effectiveness of the [Become vest](#) in reducing hot flushes and night sweats. At the moment we are also doing empirical work to assess the impact of recently launched

menopause guidance and a programme of support at Sherwood Forest Hospitals Trust; and a menopause clinic trial at West Midlands Police. We have also been working with the UK Trades Union Congress (TUC), running a large survey during summer 2017 and delivering webinars and workshops to trade union members about menopause at work.

As I established at the outset of this summary, menopause is usually a mid-life experience for women. What is also important is the substantial change in women's life expectancy over the last century or so. In the early 1900s, in the UK at least, women achieved menopause on average at 47 and their life expectancy was 49. So menopause then was very much a later life experience. If we fast forward to the 21st century, women now live on average until 83. As such, they will be post-menopausal for 30 years or more, and they will also be working for a significant proportion of those years. Further, many women experience menopause early – ie, before 40. Statistics tell us that early menopause affects 1 in 100 women. In terms of the prevalence of symptoms, we can also consult data published by the National Institute for Health and Care Excellence which suggest that 75% of women experience hot flushes and 25%

of this group find this symptom interferes significantly with their everyday lives.

Moreover, menopause is quite literally unique to every woman. Woman is used here and throughout as a placeholder, given that many people who identify as transmen, gender queer, non-binary, gender variant, gender fluid, agendered and so on may well also experience menopause. As such, menopausal symptoms and their onset, duration, severity and impact on everyday life are extremely varied. The biopsychocultural approach to menopause offers an explanation as to why this might be. This approach insists on understanding menopause as both psychological and cultural as well as biological. In other words, it argues that symptoms are affected by a woman's psyche and attitudes (for example, to growing older) as well as her social context (for example, how older women are regarded in wider society). Mid-life can also be a complex stage for women, who may well still have children at home, be caring for elderly relatives and holding down a job, often one at a senior level. All of this means it can be difficult to ascertain whether any difficulties that a woman experiences at this time in her life are down to menopause and/ or a combination of these other factors.



Photo Credit: Victoria Williams, PhD Candidate on Endometriosis, photo of Professor Jo Brewis at her inaugural lecture, interviewed by Professor Josie Fraser, Open University

Further, although menopause is often regarded as a sensitive, private, even taboo subject, and one which has nothing to do with employment, there are actually four very good reasons why employers need to pay careful attention to the menopause. These are the demographic, economic, legal and social responsibility cases. In terms of demographics, for example, the UK Office for National Statistics (2019) data suggest that, between December 1992 and February 1993 and

December 2018 and February 2019, the employment rate for women aged between 50-64 increased by 21.4 percentage points. The comparative rise for men was 12.1 points - in other words, just over half. Similar trends exist elsewhere in the Global North, such as in the US and Australia. The gender pay gap in the UK is also at its highest for women aged between 50 and 60: one of the reasons may well be menopause symptoms affecting working women.

As for the economic case, Oxford Economics data tell us that the average cost to an employer of replacing a worker who leaves their job –for example a woman who quits because of problematic menopause symptoms - is in excess of £30 000. This isn't just the direct costs of recruitment and selection but also the possible impact on productivity when a new member of staff joins as a replacement while they settle into their new role. It's also worth pointing out that there is inconsistent evidence around work performance in mid-life. We might assume that job performance declines with age, especially around cognitive capabilities and strength. However, there is also evidence that any such decline might be balanced out by increased knowledge, skills and experience at work.

Turning to the legal case, there have already been two successful UK employment tribunals around menopause. The first was taken against BT in 2012 and the complainant won on her claims of unfair dismissal and direct sex discrimination. The second was in 2018 against Scottish Courts and Tribunals Service. Here the complainant won on her claims of unfair dismissal and disability discrimination. Both of these cases were brought under the Equality Act (2010), which also makes age-based discrimination at work and elsewhere illegal. Many other countries in the Global North – eg, Australia and the US – have similar legislation in place. Then there are the various elements of health and safety legislation and the possibility that failure to make the appropriate allowances for women experiencing

...continued on following page

menopausal symptoms at work could represent a breach of an employer's duty of care in this respect.

The final case is around social responsibility. An ITV/ Wellbeing of Women survey in late 2016 suggested that 50% of women responding thought work had made their menopausal symptoms worse, and 25% had considered leaving work altogether on the same basis. This is very worrying when we also consider that, in order to have a financially secure retirement, women need to be able to work for as long as they wish. The gender pension gap in the UK as it stands is a shocking 39.5%. There is also evidence that employment is an important source of self-esteem and social support for mid-life women. And I feel very strongly that providing tailored support for women experiencing difficult menopausal symptoms at work is simply the right thing to do, especially when we consider how routine this is for pregnant employees and women returning to work after maternity leave.

If we now turn to some of the ways in which menopause symptoms can affect work, our TUC survey found that the 'top five' in this respect were fatigue, hot flushes, difficulty focusing, anxiety and worry and insomnia. In the lecture I also reported some qualitative data from the West Midlands Police research where one respondent talks about how her fatigue, heightened emotions and memory problems make her working life harder, and

another says how embarrassing her hot flushes can be at work. I discussed the reverse relationship – how work can make symptoms worse – by sharing some data from the Sherwood Forest Hospitals Trust project. Here I quoted one respondent commenting about how even low levels of work-related stress brings on hot flushes for her and another talking about how needing to be visible to patients at all times on her ward can be challenging. This is because her menopause-related memory and focus difficulties mean she really needs to be in a quiet space without any interruptions to ensure she writes up patient charts properly.

The lecture then discussed what employers can do to support their mid-life women workers. Recommendations include: mandatory equality and diversity training on age, gender and menopause; offering specialist provision on menopause, such as occupational health support or an Employee Assistance Programme; tailoring absence policies to categorize repeated absences because of symptoms as related to an ongoing health condition rather than anything which might trigger performance management; encouraging informal women's support networks; flexible work arrangements; and environmental adjustments like breathable, non-synthetic uniforms, access to cold drinking water and good ventilation. I concluded by identifying the various evidence gaps related to menopause at work: for example, we know very

little about the experiences of those who identify as lesbian, bisexual, transgender, non-binary or gender non-conforming; women who attain menopause early; and women who experience 'cliff-edge' menopause for example because of an oophorectomy.

Reflections upon the inaugural lecture:

It is always especially nerve-racking presenting to a public audience, made even more so in this instance given that my dad, his partner, my parents in law and my other half were all present! But I was absolutely delighted that the lecture was so well attended both in person and online and the questions I was asked were all very pertinent and insightful. I also received some very warm wishes afterwards by email from colleagues and people beyond the OU who are all pleased that the topic of menopause at work is now getting so much more of a public airing. And we are now looking at working on this issue within the OU, which I am extremely happy about.



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Decolonising Management and Organisational Knowledge

Guest Editors

Nimruji Jammulamadaka (IIM Calcutta, India),

Alex Faria (FGV, Brazil),

Gavin Jack (Monash University, Australia),

Shaun Ruggunan (University of KwaZulu-Natal, South Africa)

Deadline: 30 November 2019

Please find further details [here](#).

Special Issue of Business History

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Guest Editors:

Hannah Dean (University of St Andrew's, Scotland)

Linda Perriton (University of Stirling, Scotland)

Scott Taylor (University of Birmingham, England)

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