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CMS NEWSLETTER

CMS is a Division of the Academy of Management

Editor's Note

BY KRISTIN S. WILLIAMS

In our February issue, we look ahead to Chicago 2024. Our Division Chairs Elect (Alexandra Bristow and Ghazal Mir Zulfiqar) have asked for your input as we experiment with the star event, the keynote, by instead offering a keytune. Learn how you can take part on page 3. We have also begun to promote our call for the Best Dissertation Award and if you or someone you know has completed a doctoral dissertation or thesis between April 2022 and March 2024, please see our call details!

Our early career spotlight features PhD Candidate, Teddy Carter and her journey exploring Indigenous methodologies and self-location. In our Newsmakers' section, we promote the critical work of Penelope Muzanhenamo and Rashedur Chowdhury, along with Joan Marques, Payal Kumar and Tom Culham. Rounding out our contributions by critters, is a journal feature on QROM by Nicholous Deal and a developmental article on becoming an enabling editor by Ilaria Boncori and yours truly.

Finally, we recap the recent reviewer developmental workshop and provide links to developmental sessions you might have missed. We also promote a call for new members to join our vibrant online community, CMS InTouch. We close this issue with a review of critical calls that may be of interest to our CMS community.

If you would like to contribute to the newsletter, please get in touch with me at kristin.williams@acadiu.ca.

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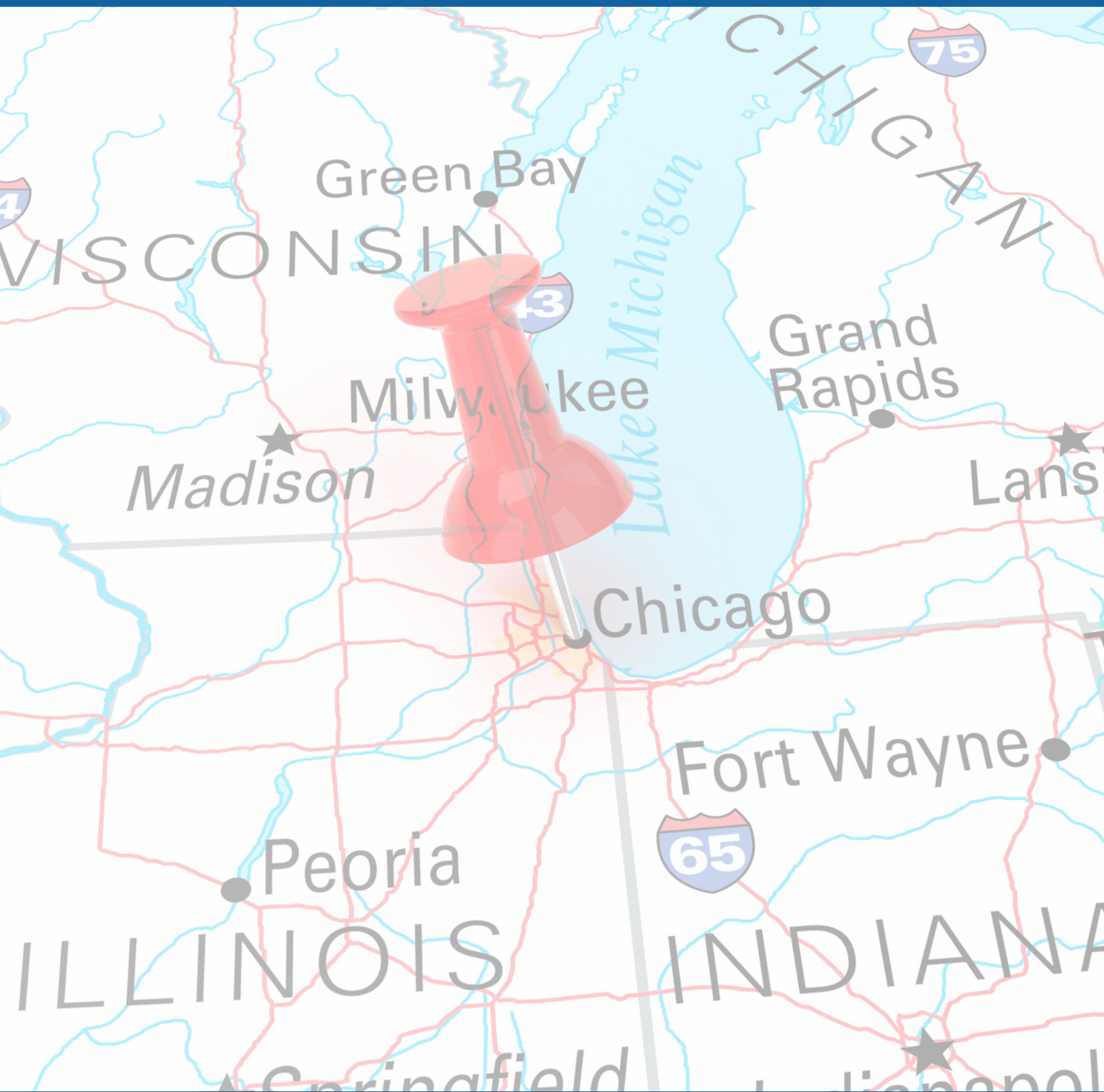
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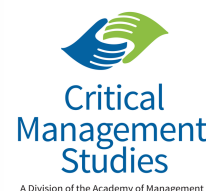




A LOOK AHEAD TO CHICAGO 2024

CMS DIVISION KEYTUNE: INVITATION TO CONTRIBUTE

ALEXANDRA BRISTOW & GHAZAL MIR ZULFIQAR
DIVISION CHAIRS ELECT



This year's AOM theme of 'innovation' presents a timely opportunity for the CMS Division to experiment with how we do our annual meeting star event – the keynote. We would like to take this opportunity to reimagine it as a more polyvocal and inclusive occasion – a keytone – in which diverse and beautiful voices of our community can be heard and woven together in resonance. We feel this is particularly important and timely in a world that constantly tries to pull us apart, and in which few voices dominate and silence many others.

As part of this reimagining, we are offering an opportunity to all members of the CMS Division to take part in the keytone. We are inviting short contributions in a range of formats on the theme of 'critical innovations', which we will then put together into a keytone to be played at the AOM Meeting in Chicago, accompanied by live commentary.

We are seeking contributions from members regardless of career stage, geographical location, how long they have been a member of the CMS Division, or whether they are planning to attend the conference in Chicago. In this way we aim to include those who cannot or wish not to travel to Chicago for financial, environmental, political, or any other reasons.

DETAILS

The keytone will consist of a compilation of quotes or short clips from members wishing to take part. If you would like to be involved, please send us one of the following:

- a brief answer (maximum 50 words) as a Word document, or
- a short video clip (maximum 1 minute length) in the MP4 format (as high file quality as you can), or
- a short audio clip (maximum 1 minute length) in the MP3 format accompanied by a copyright-free image (in the JPEG format, as high file quality as you can) that you would like to be displayed while your audio clip is playing.

Your submission should address any one of the following questions:

- What does 'critical innovation' mean to you?
- How have you been innovating as a CMS researcher, educator, or in other aspects of your academic praxis? Is there anything particularly radical and/or creative that you have done that could help/inspire others?
- What are the particular strengths of CMS in terms of innovating critically? What have you found particularly helpful/inspiring?
- What critical social and organizational innovations are needed right now and how could CMS help? What utopias could CMS help enable/what dystopias could it help prevent, and how?
- In what ways does CMS need to be critically innovated too, and how might we go about it?
- What innovations would you like to be part of at the AOM CMS Division?
- Any other thoughts related to 'critical innovation' that you would like to share?

Please include your name and institutional affiliation (if applicable) with your submission, in the form in which you would like these details to appear in the keytone.

To submit, please email your contribution to both Chairs Elect at alexandra.bristow@open.ac.uk and ghazal.zulfiqar@lums.edu.pk by Friday the 5th April.

SELECTION

We plan to include as many submissions as possible in the keytone. In the event that we receive too many submissions, we will select those that would allow us to represent the greatest diversity of perspectives and demographics of our community.

Our aim for the keytone is to be respectful, constructive, and caring. We therefore reserve the right to exclude any submissions or parts of submissions that don't fit these principles or are otherwise offensive.

SEEKING NOMINATIONS FOR CMS DIVISION

ALISON PULLEN & OZAN ALAKAVUKLAR
PAST CHAIRS

CMS Division is now seeking nominations for four volunteer roles:

- Division Chair Track (2024-2029)
- Representative-at-Large: Communications & Social Media (2024-2027)
- Representative-at-Large: Communications & Newsletter (2024-2027)
- Representative-at-Large: Membership & Outreach (2024-2027)

Nominating is simple: Click the link below and log-in to your Academy profile and select 'Nominate Now'. Please hover your mouse on the information icon (i) for the details. We accept nominees until 29 February.

Nominations—including self-nominations—are accepted and encouraged!

As a division member, your help is needed to identify future leaders of the CMS division! For informal queries, you can contact Alison Pullen (alison.pullen@mq.edu.au) and Ozan Alakavuklar (o.n.alakavuklar@uu.nl).



LINK



FINDING CMS IN CHICAGO

CMS EXECUTIVE

The 84th Annual Meeting of the Academy of Management will take place in Chicago, Illinois, United States from August 9-13, 2024. Your CMS Division Program will be located in the Fairmont Hotel.

Hyatt Regency	Marriott Downtown	Fairmont	Sheraton Grand	Swissôtel
Conflict Management (CM)	Management Spirituality & Religion (MSR)	Critical Management Studies (CMS)	Asia Academy of Management (AAM)	CAR (Careers)
Diversity, Equity and Inclusion (DEI)	Organization Development & Change (ODC)	Health Care Management (HCM)	Africa Academy of Management (AFAM)	Human Resources (HR)
Entrepreneurship (ENT)	Organizations & The Natural Environment (ONE)	New Doctoral Student Consortium (NDSC)	Communication, Digital Technology, and Organization (CTO)	Indian Academy of Management (INDAM)
International Management (IM)	Social Issues in Management (SIM)	Organization & Management Theory (OMT)	Managerial & Organizational Cognition (MOC)	Management History (MH)
Management Consulting (MC)	Teaching and Learning Conference (TLC)	Public Nonprofit (PNP)	Strategic Management (STR)	Organizational Behavior (OB)
Management Education & Development (MED)	Academy of Management (IAM)	Strategizing Activities and Practices (SAP)	Technology & Innovation Management (TIM)	Research Methods (RM)
Operations and Supply Chain Management (OSCM)				Organizational Neuroscience Interest Group (NEU)

If you are a first time attendee, check out this link for more information:

LINK



CALL FOR BEST DISSERTATION AWARD

ALEXANDRA BRISTOW & GHAZAL MIR ZULFIQAR
DIVISION CHAIRS ELECT

Will you, or one of your doctoral students, have completed a doctoral dissertation/thesis in the period 1 April 2022 to 31 March 2024? If so, does the dissertation/thesis fall within the scope of CMS Division's domain statement?

If you have answered YES to both questions, we want to hear from you.

The Critical Management Studies (CMS) Division is inviting submissions for the 2024 Best Critical Doctoral Dissertation/Thesis Award, which is sponsored by the journal *Organization*. Submitters must have completed a critical PhD dissertation/thesis in the period 01 April 2022 to 31 March 2024 and successfully completed the formal examination process required to pass, including a viva voce/defense and revisions, if applicable.

WHAT CONSTITUTES CRITICAL?

The CMS Division serves as a forum within the Academy of Management for the expression of views critical of established management ideologies and practices, the taken-for-granted social or economic orders surrounding organization and business, and mainstream management theorizing/ theories. Our premise is that structural features of contemporary society encourage organizations and their managers towards domination and exploitation. Driven by a shared desire to change this situation, we aim in our research, teaching, and practice to develop critical interpretations of management and society and to generate radical alternatives.

Sample topics include, but are not limited to: critical analyses of discourses of management and management development; feminist critiques; critical assessments of emerging alternative forms of organizing; critical epistemologies and methodologies; critical perspectives on business strategy; critical perspectives on class, gender, race, and sexuality; critical perspectives on globalization, entrepreneurship, technological innovation, e-working, management consulting practices; critical perspectives on the profit-imperative and the natural environment; critical theories of identity, affectivity, rationality, and subjectivity; critical theories of intra/inter/extra-organisational power dynamics and resistance to managerial authority; critical theories of the nature of managerial authority; critiques of managerialist theories of management and organization; critiques of political economy; post and decolonial critiques of organizations and management; critical perspectives on people management, human resource management, and career development; critical management learning and education; critical leadership studies; innovative critical methodologies for researching and writing about management and organisation; critical studies of activism, social movements, business ethics, and corporate social and political responsibility; and critical perspectives on the field of CMS and academic praxis.

For more information about the Division see <http://cms.aom.org>

Please contact Alexandra Bristow (alexandra.bristow@open.ac.uk) or Ghazal Mir Zulfiqar (ghazal.zulfiqar@lums.edu.pk) if you have questions related to this award.

CALL FOR BEST DISSERTATION AWARD (continued)

ALEXANDRA BRISTOW & GHAZAL MIR ZULFIQAR
DIVISION CHAIRS ELECT

WHAT (AND HOW) DO I SUBMIT?

Submissions must comprise four documents:

- A title page and abstract with complete author identification and contact information.
- An abridged and anonymized version of the dissertation which will be sent to reviewers. This should include the title, abstract, and a summary of each chapter of the dissertation/thesis (max. 30 pages, double-spaced, 12-point font, including any charts, tables, and references).
- A one page signed supporting letter from the dissertation chair or lead supervisor to certify the completion date of the dissertation/thesis and recommend its submission for this award.
- A cover letter, to include the following:
 1. the details of everyone involved in the examination process (so that examiners can be excluded from the review process)
 2. the names and email addresses of four other scholars with expertise around the doctorate, who may be appropriate as reviewers
 3. a statement confirming eligibility (see below)

Please note that as of this year, students currently or formerly supervised by the current Division Chairs Elect (this year Alexandra Bristow and Ghazal Mir Zulfiqar) are not eligible to take part in the competition. The eligibility time window of dissertation/thesis completion has been broadened to two years (1 April 2022 to 31 March 2024) so as not to exclude such students (as they can compete the following year). The broader window also aims to be more inclusive of students taking career breaks. If you have taken a longer career break that takes you beyond the two-year window, please state so explicitly in your cover note so we can take this into account.

Submissions must be received by 2 April 2024 – no extensions can be granted.

Submissions (prepared as .pdf documents) should be sent by email to the CMS Division Chairs Elect, Alexandra Bristow (alexandra.bristow@open.ac.uk) and Ghazal Mir Zulfiqar (ghazal.zulfiqar@lums.edu.pk). A competition information workshop will be run ahead of the submission workshop – the date to be confirmed.

The outcome of submissions will be communicated by 7th June 2024.

CHECK OUR PREVIOUS WINNERS' LIST HERE:

LINK



The award will be presented at the CMS Division Business Meeting at the Academy of Management Annual Meeting, 9th - 14th August 2024, in Chicago.

The winner receives a prize sponsored by Organization and a two-year subscription to the journal provided by SAGE.



EARLY CAREER SPOTLIGHT

TEDDY CARTER, PHD CANDIDATE
UNIVERSITY OF ALBERTA



Indigenous methodologies encompass more than just research techniques; they delve into the researcher's underlying ontology, axiology, and epistemology, deeply influenced by their social position (Henry & Foley, 2018). As such, self-location is not just an acknowledgment of biases and cultural influences but also an examination of metatheoretical assumptions (Burrell & Morgan, 2019). Indigenous researchers, like myself, cannot afford to be unaware of our social positioning, as our work is often perceived as political by those who operate within the status quo. This awareness is eloquently expressed by Walter and Andersen (2013), emphasizing that the methodologies of Indigenous researchers must shed light on the impact of settler-researchers' values and knowledge hierarchies in research concerning Indigenous issues.

As a PhD candidate at the University of Alberta, I navigate the academic landscape from my traditional territory of amiskwaciwāskahikan (Bever Hills House, also known as Edmonton), where I am rooted by my Indigenous community. I am a proud citizen of the Métis Nation of Alberta, with ancestral ties to the Michel Nation that is in ongoing negotiations with the Government of Canada for reinstatement under the Indian Act. The Michel People, founded by Kanyen'kehà:ka ancestors from Kahnawake, reflect Haudenosaunee, Nehiyawok, and Métis heritage within the amiskwaci region.

My research journey is a testament to the influence of Indigenous Methodologies, with a particular in self-location as a method. This approach recognizes the diversity within Indigenous Peoples, acknowledging that over 5000 distinct groups, speaking over 4000 languages, each possess a unique culture (United Nations, 2009). For me, being a Michel Person, a member of the Michel First Nation, and a Métis citizen is not just a description; it's a profound self-location that shapes my perspective and informs my scholarly endeavors.



EARLY CAREER SPOTLIGHT (continued)

TEDDY CARTER, PHD CANDIDATE
UNIVERSITY OF ALBERTA

In the context of Management and Organizational Scholarship (MOS), scholars traditionally exercise personal detachment, seen as a marker of objectivity and truth in research. However, recent challenges to these claims highlight the need for self-location. Claims of neutrality are not only problematic but impossible, as no person is truly placeless (Harding, 1992). This is particularly crucial to understand when engaging with Indigenous communities, where unexamined biases have continued to contribute to ongoing forms of colonial oppression (Smith, 1999).

Building on this perspective, Anishinaabe researcher Kathy Absolon and Cree-Settler researcher Cam Willett (2005) identify self-location as a fundamental principle for those doing Indigenous engaged research. It allows us to connect our emotional journeys to our observations, revealing the co-creation of knowledge between researcher and community, and exposing power dynamics at play (Brannick & Coghlan, 2006). In Indigenous engaged research, self-location shines a light on biases and working towards reducing the reinscription of oppressive systems in scholarly endeavors.

In conclusion, my journey as an Indigenous scholar is intricately intertwined with the practice of self-location, a method that not only grounds me in my identity but also guides my research with a deep sense of responsibility and respect. The call for self-location is not just a scholarly imperative; it's a commitment to dismantling oppressive structures and contributing to the benefit and well-being of Indigenous Peoples.

Teddy Carter is a citizen of the Métis Nation of Alberta and an associate member of the Michel First Nation. She is a candidate in the Strategic Management and Organization PhD program at the University of Alberta. Her research explores the intersections between Indigenous Ontologies, Indigenous Resurgence and Institutional Theories of Organization

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NEWSMAKERS: HUMAN RELATIONS PAPER OF THE YEAR 2023

CMS EXECUTIVE

Penelope Muzanenhamo and Rashedur Chowdhury won the Human Relations Paper of the Year Award 2023 for their research entitled 'Epistemic injustice and hegemonic ordeal in management and organization studies: Advancing Black scholarship'. An earlier version of this research titled 'Divergent Perspectives on Diversity and Inclusion: Reconceptualizing and Advancing Black Scholarship' received the Academy of Management-Critical Management Studies Best Paper Award sponsored by the Journal of Management Learning and Education in 2020. Commenting on receiving the two awards from AoM-CMS, and Human Relations, Penelope and Rashedur stated that:

"We would like to thank the reviewers at the AoM-CMS and the division past chairs Professor Patrizia Zanoni and Professor Marcos Barros, and Professor Fernanda Sauerbronn and Professor Amon Narciso de Barros for their support. We would also like to thank Human Relations reviewers for their constructive feedback, and our handling associate editor Professor Alessia Contu. We value their collective effort in bringing attention to Black scholarship and advocating for epistemic justice. They assert the significance of the voices of Black and Brown scholars in academia."

CITATION

- Muzanenhamo, P., & Chowdhury, R. (2023). Epistemic injustice and hegemonic ordeal in management and organization studies: Advancing Black scholarship. *Human Relations*, 76(1), 3-26. <https://doi.org/10.1177/00187267211014802>



Penelope and Rashedur's Human Relations interview with the co-editor in chief Professor Smriti Anand, and associate editor Professor Yasin Rofcanin is available via the link below:

LINK



READ THE PAPER

LINK





NEWSMAKERS: DRAWING ON EASTERN SPIRITUAL TRADITIONS AS A UNIQUE LENS TO VIEW DIVERSITY, EQUITY AND INCLUSION

JOAN MARQUES, PAYAL KUMAR & TOM CULHAM
AUTHORS, JOURNAL OF BUSINESS ETHICS

Supporting the concept of DEI, yet, perturbed by the volatility that marks today's societal and professional climate in which inclusion seems lacking, we examined three Eastern spiritual traditions in search of common guidelines addressing contemporary issues related to social unrest, imbued by inequity and injustice. The areas of review included Buddhist psychology, with some of its foundational concepts such as the Four Noble Truths and the Noble Eightfold Path, the concept of ahimsa (non-harming), and the understanding of the impermanence of everything as inclusive managerial practices; Daoist philosophy, with its observations of oneness and equality, and holistic self-alignment with virtue through practicing tranquility; and Hinduism, which focuses on the absence of distinction between ourselves and others around us, thus forming the foundation for morality and ethical behavior with its emphasis on unity in diversity.

This paper adds to the literature in that apart from the justice angle for DEI (promoting diversity and inclusion in the workplace is the right thing to do), and the business case (diverse teams are more innovative, productive and profitable), we bring forth the oneness/spiritual angle (based on the belief that regardless of outward appearances, we are all fundamentally divine and therefore deserve to be treated with the same respect).

CITATION

- Marques, J., Kumar, P., & Culham, T. (2023). Drawing on Eastern Spiritual Traditions of Diversity, Equity, and Inclusion as Guideposts in an Increasingly Unpredictable World. *Journal of Business Ethics* (FT50), 1-16. Full paper link (open access): <https://rdcu.be/dorhg>



Joan Marques serves as Dean and Professor of Management at Woodbury University's School of Business.



Payal Kumar serves as Emerald Brand Ambassador and also as Principal Academic Advisor, Indian School of Hospitality, India.



Tom Culham, an engineer, formerly a senior business leader, currently works in the university's Beedie School of Business lecturing and conducting ethics education research.

RECAP FROM THE ORGANIZERS: REVIEWER DEVELOPMENT WORKSHOP

MARIANA PALUDI & PENELOPE MUZANENHAMO
CMS DIVISION PROGRAM CO-CHAIRS



Building upon the tremendous success of CMS' Reviewer Development workshop last year, we proudly organized the 3rd CMS Reviewer Development Workshop on January 29, 2024. This year's objective was to explore the intricacies of critical reviews and to understand how, as a scholarly community, we can foster reviews that are not only constructive but also compassionate.

Our distinguished panelists, Amon Barros, Professor at FGV EAESP, Fernanda Sauerbronn, Associate Professor at Universidade Federal do Rio de Janeiro, Belinda Zakrzewska, Lecturer at the University of Sussex Business School (CMS' Best Developmental Reviewer Award for 2023), and Armindo dos Santos de Sousa Teodósio (Téo), Associate Professor at Pontifical Catholic University of Minas Gerais (CMS' Best Developmental Reviewer Award for 2023), brought a wealth of experience and knowledge to the table, undoubtedly enriching our understanding of tools and techniques that can amplify the reviewer's role in the CMS Community.

Well-prepared, organized, and generous in their approaches, each panelist tackled questions we proposed. Amon delved into the essence of a "critical" review and the optimal review length. His key insight? "Would you like to read what you are writing?" — emphasizing the importance of precision and kindness within our community.

Fernanda highlighted five fatal flaws to avoid in reviews, ranging from the absence of solid critical argumentation to difficulties in pinpointing the study's main contribution. We then turned to the panelists for pointers on reviewing theoretical, methodological, and empirical papers.

Belinda shared practical tools for reviewing theoretical papers, stressing the importance of the four Rs for a good reviewer: Respect, Reasons, Recommendations, and Recognition. Armindo dos Santos (Teo) debunked myths surrounding methodological papers, emphasizing the need for empathy, polite feedback, and recognizing the value of diverse methodologies.

To conclude, Fernanda provided insights into reviewing empirical papers, urging consideration of a float reading, reflection on expectations, openness to diverse elements, a deep commitment to reading and organizing the review, and a final check for kindness before submission.

In summary, the central focus of the workshop revolves around the delicate and soulful approach required when crafting insightful, high-quality, and committed reviews. Amon emphasizes the fundamental question, "Would you like to read what you are writing?" to underscore the importance of thoughtful consideration in the review process.

Post-presentations, we engaged in a spirited Q&A to delve deeper into specific topics, extending an invitation for newcomers to join as reviewers for CMS, as the review process is ongoing.

A heartfelt thank you to all participants for generously sharing their time across time zones. Special gratitude to Richard Longman and Liela Jamjoon for their invaluable contributions in planning, delivering the workshop, and managing the event's marketing. Your involvement has been instrumental in making this workshop a success.

DEVELOPMENTAL ARTICLE: BECOMING AN ENABLING EDITOR

ILARIA BONCORI & KRISTIN S. WILLIAMS
CO-EDITORS IN CHIEF WITH CULTURE & ORGANIZATION

We are two co-editors in chief, who have been sharing this role and its responsibilities for just over a year now. We undertook this role with an abundance of optimism, inspired to do editing differently and excited to work together. However, our journal had a horrendous backlog of papers (some in the system for more than a year), an anemic pipeline (with only a single issue ready to go), and a burnt-out team of associate editors. Additionally, we wanted to move away from what we had experienced as associate editors, reviewers, and authors in relation to the world of publishing, namely, an often cold, impersonal, calculated, soulless experience.

In this essay, we share what we have done, what we are trying to do, and how we conceptualize the task of editing differently. The problem – and the reason why we need to talk about it – is that this approach should not be a form of editing ‘differently’, and yet kindness, compassion, care, and collegiality is far from the norm in today’s contemporary neoliberal academia. Especially in its loci of power and privilege. We have been extremely intentional about this work, and though we have succeeded in some instances, we acknowledge it is work in progress.

Our editorial role matters, because although editors are a small group of people compared to the number of authors and reviewers, editors have a lot of power, especially in top ranked journals. The byproducts may include increased citations and visibility; power as gatekeepers (often establishing the rules of a very competitive game that has implications for people’s careers and livelihoods); decisions on the direction of a journal (affecting hundreds if not thousands of colleagues by opening or closing avenues for discourse); and the championing of values and ethical stance of a community of scholars and scholarship. The positionality and the subjectivity of editors matters (Wasserman and Richards, 2015). And yet, this role is taken for granted with little discussion.

There is a dearth of guidance on how to be an editor, and we learned that editors have seldom reflected on the tensions related to their roles, how they can do it differently and how to implement that change in practice. With few journals publishing on the importance of reviewers (Krlev and Spicer, 2023), we should also acknowledge that ‘reviewer two’ can easily become ‘editor two’. Here, we want to shed light on this fuzzy yet important backstage of the academic game, and how we can espouse the need for kindness and empathy (Prasad and Śliwa, 2022), by enhancing or changing systems, processes, and relationships.

FIRST STEPS

We had performed the roles of author, reviewer, and associate editor before, as expected. We understood that associate editors are also gatekeepers, as reviewers are critics, and that publishing is a game with rules and limitations. These limitations are felt unevenly and, at times, unjustly (Wasserman and Richards, 2015). We ported positive changes from other journals – knitting together brave ideas and practices which resonated with us. We have questioned and challenged our praxis and the thinking behind it. In academic publishing, we asked: why do we do things in a certain way? Do these practices actually make scholarship better, or more rigorous? Do they inspire more scholarly discourse and engagement? We doubt it. Therefore, here we offer some insights both as a practical resource and as a provocation to ignite difference in the hopes we will inspire challenge and change elsewhere.

OUR ASSOCIATE EDITORS

In the first few months as editors, we found that our team was exhausted. Most felt like they were alone in this work, completing assignments out of a sense of duty, or for a line on a CV. They did not enjoy or even feel that they were part of team, nor did they derive any satisfaction from their work. Others were stumbling from assignment to rejection, managing angry authors dissatisfied with delays, and unavailable reviewers. They felt alone and unappreciated.

DEVELOPMENTAL ARTICLE: BECOMING AN ENABLING EDITOR (continued)

ILARIA BONCORI & KRISTIN S. WILLIAMS
CO-EDITORS IN CHIEF WITH CULTURE & ORGANIZATION

In the existing system, our team of associate editors had been given assignments without considering their area of expertise and without any desk review. This random allocation meant that they were receiving too many papers – many of which had clearly been sent to the wrong journal. We then implemented a more thoughtful editor-led desk review process, to provide a more efficient response to authors, but also to avoid burdening our associate editors with clear desk rejections. We recognized that our associate editors and reviewers do this work as a form of professional practice which also constitutes free labour, so we were mindful of caring for their time and workload. This meant that every paper was reviewed by one of us (as co-editors in chief) before being assigned to an associate editor (or desk rejected). When uncertain about a paper, we sought out each other's opinion, which helped us develop consistency across our decisions. We had experienced this at other journals, and although it might sound like a simple change, it profoundly shifted the scope and efficiency of our work; it allowed our associate editors to focus their time and energy on roughly a third of the papers they used to receive, and only on ones that had a high potential of being published.

We also felt that we wanted to get to know our associate editors a bit better as they are often seen as just another cog in the publishing machine – we tend to know of their expertise from what they publish, but many of them were likely to have knowledge and interests in other topics or methodologies. We created a survey to better understand them as researchers and scholars. This allowed us to both make better decisions about assignments and to identify gaps in our team. As a result, our associate editors finally were able to work on papers that they felt comfortable with, and they were able to maximize their own personal networks of reviewers.

From our experience in other journals, we also felt that there was lack of training and support for associate editors – there is often an assumption that they would know how to be a “good editor”, and how to navigate tricky decisions and assignments, just on the basis of having published as authors or by having reviewed for a number of journals. We know from first-hand experience that the wrong editor can really tank a great paper, especially the more experimental, innovative and ‘out of the box’ research that tends to get rejected. We wanted to break this cycle by offering a more developmental journey for our team – we created short training videos on the system, as some colleagues needed support in navigating the technological platform beyond what was offered. We also created opportunities to support the softer and more nuanced aspects of the role by setting up regular optional monthly meetings for the entire editorial team. This fosters ongoing discussions about assignments, challenges and opportunities and helps the team feel connected. As editors in chief, we keep them up to date with changes and improvements in the journal, communication with the publisher and other general issues; we also share some decision making with them, and we respond to their questions and requests as quickly and empathetically as possible. In those meetings, we hold a space where we can support each other in managing challenging editorial decisions, addressing issues in finding reviewers, and we explore challenges of workload or other problems. We not only respect their time and expertise, but we also help to create and inhabit a community of collegiality and shared professional practice. This sometimes means that we reallocate or share assignments where necessary, or draw on the knowledge and expertise of more experienced editors by enabling new editors in their professional development. We also encourage them to book one-on-one meetings with us, which is especially important for early careers colleagues, and in the early days of their new role as they experience a new system, a suite of new responsibilities and new colleagues.

DEVELOPMENTAL ARTICLE: BECOMING AN ENABLING EDITOR (continued)

ILARIA BONCORI & KRISTIN S. WILLIAMS
CO-EDITORS IN CHIEF WITH CULTURE & ORGANIZATION

ENABLING REVIEWS

We became very aware that – especially since the Covid-19 pandemic – finding and retaining good reviewers with a paper for the duration of its development before publications has become increasingly challenging. Finding the right reviewers can be challenging, especially for early career colleagues who may have less extensive networks. The system itself has an algorithm for suggested reviewers but we quickly became disappointed by its shortcomings, so we proactively look outside the system for reviewers that understand our approach, appreciate the formative and developmental ethos of our journal, and are willing to support our vision. We shared tips and tricks for this with our associate editors, such as consulting conference proceedings, referring to cited work, or referring to the variety of academic scholarship in databases. Sometimes this means researching a dozen or more reviewer potentials for each paper.

We also take our responsibility seriously in that reviewers do not make decisions on papers – associate editors and editors do. Therefore, we discussed the importance of this with our team, offering support when needed, trying to manage authors' expectations on the matter, and re-focusing attention not only on meeting the objectives of the revision, but also the aims and scope of the journal.

GROWING THE JOURNAL

Once the existing associate editor team was better supported, and the journal metrics on turnaround times and number of submissions started to improve, we could turn our focus to growth. We felt ready to send out a call for applications for new associate editors. Our call was specific to our needs and we reviewed applicants carefully for both the expertise we needed and new talent. The response was fantastic, and we ultimately doubled the size of our editorial team, broadening our expertise and further reducing our assignment load. We also added new sections, which allowed the journal to expand its scope – for example by creating editorial roles for social media, alternative forms of media reviews, and book reviews. We also received more proposals for special issues by external colleagues around the same time.

Our new special issues and sections opened up the ways in which our community can engage with the journal, including commentary, essay, reviews, poetry, audio and visual content.

BUILDING AN ENABLING SYSTEM

As authors, reviewers and associate editors across various publications, we both knew that the system used to manage the publication of our journals is less than ideal but can be adapted and better shaped to suit our needs. This is the system that authors engage with to submit their manuscripts, that keeps track of communications related to a paper and multiple submissions. It is the system that collects texts from reviewers, maintains the double-blind process and houses manuscript decisions. However, it is just another system, and we found its default settings highly problematic and lacking in enabling the more caring and developmental approaches we wanted to foster. Template messages were terse. The system is at times hard to navigate and hard to learn.

While we review all scripts within this system and update them to be more friendly and compassionate, we have been crafting individual responses and editing the template emails at every stage of communication, asking our associate editors to do the same, especially when communicating with authors in the event of a rejection or a delay with a review or decision. We encourage our colleagues to include personalised signatures, be proactive with responses and, in general, more personable. We ask that they remember the people behind the manuscript.

We also question taken-for-granted practices that are premised on hyper-competition. Recently, we had a few very successful special issue calls that generated many submissions. Rather than taking pride in a “rejection first” approach and metrics on very low acceptance rates, we decided to support good quality manuscripts by allocating multiple numbers to a special issue. We have now had three double special issue where authors' texts can be collated and recognised as part of a strand of work, theme or topical issue. This will help visibility and recognition. In some other cases, after the special issue editors conducted their initial desk reviews, they found that they had several papers that were not a strong fit for the special issue but still a good fit for the journal. Past practice had been to

DEVELOPMENTAL ARTICLE: BECOMING AN ENABLING EDITOR (continued)

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reject such papers and recommend that the papers be resubmitted to a regular issue. We challenged the inner workings of the system by liaising with the authors informally, giving them an option to be redirected to the broader journal conversations, and enabled the re-assignment through the ‘system backstage’ so that authors would not need to be rejected before a resubmission. This signalled a sense of value and respect to our authors. We have also extended this practice to authors who need extra developmental time (for personal or academic reasons), which would have traditionally prevented them from being included in a special issue.

Further, we wanted to break barriers in terms of “open reviewing”, but we have had to make incremental changes to the system to make it more enabling. We started with a special issue that will be using an open review process in which authors and peer reviewers will know who each other are. We have unblinded the blinded system. We believe that this will not only change the tone of the reviews, but also enrich the process of co-writing and collaborating, fostering academic conversations geared towards formative contribution, which the system and habitus have thus far seemed to cut us off from. There is no way to do this “in the system” so, until we find an alternative, we are asking reviewers to sign their reviews and we are alerting authors and reviewers to each other’s identity in a fully consensual and transparent practice.

EMPOWERING AUTHORS

Sometimes the kindest thing to do is to reject a paper in a timely manner. Many papers – roughly 80% – that are submitted to our journal are simply not a fit. When we have shared this statistic at panel discussions and “meet the editor” events, authors are amazed. Many authors are intimidated by high rejection rates, but when they learn that most rejections are related to ill-fit, they feel differently. Typical desk rejects are because authors have not adequately researched the journal or engaged with our conversations. Therefore, it is important to give them that feedback quickly, so that they can find the right home for their research.

As we did in the beginning, we continue to do promotional webinars and information sessions at conferences to help attract the right contributions. We feel that myth-busting is critical work for editors. Though we have had many “research superstars” publish in our journal, we are equally interested in encouraging early career scholars. We have intentionally approached them through professional development workshops, or after their conference presentations, to support the development of their ideas for submission. Sometimes, this means meeting them separately multiple times to provide feedback even before the submission stage. Although time consuming, this has been particularly useful for those colleagues who feel isolated in their local communities, who are learning how to navigate the publishing system, and who are trying to find their scholarly voice and direction. This can promote a sense of worth in one’s work, and confidence for authors who might not otherwise consider publishing with us. It is also the reason that we are now offering a new award at the Academy of Management (CMS Division) specific to early career scholars and PhD students – the award comes with editorial support and mentoring from us as editors. We hope to do more of this supportive and enabling work in the future.

EDITORIAL APPOINTMENTS

How are editors appointed? Is it ever really a “just” recruitment process, with expressions of interest? Traditionally there has been a “tap on the shoulder” approach, which creates networks of the same people, builds nepotism in succession planning, and excludes different voices and marginalised communities. It is common to then appoint associate editors to more senior editorial roles as they know the context and ethos of the journal – but does that foster inclusivity and fresh thinking? And when is it time for editors to go? Many journals have a process led by terms of office, often renewable, but other editorial appointments and boards can be quite stagnant and open-ended. What about shared editorial positions, and how much thinking goes into that pairing? We questioned all of these taken for granted approaches, as great partnerships and good teams make a huge difference in publishing.

DEVELOPMENTAL ARTICLE: BECOMING AN ENABLING EDITOR (continued)

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We felt that we needed to steer away from the idea of the “Great Editor of Oz” figure, who sits up in the ivory tower, rejecting submissions, and pontificating over what is good quality research and publishable work. Although it does not come with great financial incentives, becoming an editor is often not a selfless choice – it looks good on a CV and promotion applications. Remarkably, one of us was reprimanded for “wasting time” being an editor of a journal that is only 2* in the CABS ranking (B rating on ABCD). We constantly wonder what work counts in research, why and for whom?

We started this essay by reflecting on how we would like to change academic editing. We believe we are moving in the right direction by finding pockets of support and empowerment in many avenues, but we also know that there is more work to be done. A big part of our success has been a solid partnership, strong communication, and infusing care and compassion in all we do. We can be better, and we can also ignite change to do academic editing differently, if we try.

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Iliaria Boncori is a full Professor in Organization Behaviour and Human Resources Management at the University of Essex (UK). Her research focuses on inclusion in organisations, investigated through qualitative methods from interdisciplinary, intersectional and feminist perspectives.



Kristin S. Williams is an Associate Professor in Management and the Director of the FC Manning School of Business at Acadia University. She is also the Principal Researcher at Prudentia Institute and holds a Visiting Scholar appointment with the University of Eastern Finland. A polemical feminist, she is interested in novel methods and modes of writing.

DEVELOPMENTAL WEBINARS: BY YOUR CMS DIVISION AND CMS INTOUCH

CMS EXECUTIVE AND CMS INTOUCH



CMS InTouch

Being and becoming an Associate Editor: strategies and learning

Thursday, 23 of January 2024
8:00-9:00 EST | 13:00-14:00 GMT | 14:00-15:00 CET
18:30-19:30 IST | 00:00-01:00 AEDT

Registration [here](#) (via Eventbrite)

This professional development workshop will offer reflections on being and becoming an associate editor. Our panel of editors will share challenges and lessons learned.

CMS InTouch
brings thought-provoking informative conversations with academics worldwide occupying various roles and positionalities

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MEET THE PANELISTS

 Suhaib Riaz University of Ottawa	 Ilaria Boncori University of Essex
 Kristin Williams Acadia University	 Gabrielle Durepos Mount Saint Vincent University

BEING AND BECOMING AN ASSOCIATE EDITOR

In this developmental session on being and becoming an associated editor, hosted CMS InTouch, panelists engaged with four topics: (1) becoming an associate editor, (2) finding reviewers and navigating reviews, (3) decision making and (4) taking a developmental approach.

LINK



The ANNUAL AOM CMS REVIEWER DEVELOPMENT WORKSHOP

In this developmental workshop panelists focused on two questions: (1) What constitutes a critical review? (2) As critical scholars, how do we create a practice of reviewing we constructive and caring?

LINK




Join us for our annual AOM CMS Reviewer Development Workshop

What constitutes a critical review? How do we as a scholarly community create reviews that are constructive and caring?

Hosted by:
Mariana Paludi, Universidad Técnica Federico Santa María
Penelope Muzanhenhamo, University College Dublin

Date: January 29th, 2024
Time: 5PM GMT
Mode: Online

 Amon Narciso de Barros Professor at FGV EAESP	 Belinda Zakrzewska Lecturer in Strategy and Marketing University of Sussex Business School
 Fernanda Sauerbronn Associate Professor Universidade Federal do Rio de Janeiro	 Armando dos Santos de Sousa Teodósio (Téo) Associate Professor Pontifical Catholic University of Minas Gerais

<https://cms.aom.org/home> sign up here: <https://usoweb.zoom.us/join/register/tZwrdOmypioqG9QOrEVjcu4EqcD-G8onejsK>

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CALL FOR NEW MEMBERS: CMS InTouch is looking for new team members!

CMS INTOUCH TEAM



CMS InTouch is a global digital platform that facilitates real-time critical conversations on current issues in management and organizational theory. Sponsored by the Academy of Management CMS Division and the journal Organization, we connect critical management scholars from around the world through free webinars and online workshops on a wide range of critical topics. All our events are archived and freely accessible on YouTube.

Over the past year the demand from the CMS community for our events has grown in an unprecedented way. We are delighted by this level of engagement and are looking to significantly expand our team to enable us to better respond to these needs. We are therefore inviting expressions of interest from CMS scholars interested in joining us. We are in particularly looking for people with an interest in the following:

- Supporting and running our live online events via the Zoom webinar platform (training will be provided)
- Supporting event planning and organisation

If you are interested in joining us, please complete the expression of interest form:



Finally, we would like to thank the CMS community, the AOM CMS Division, and the journal Organization for their ongoing support. We are here for you!



Watch past webinars on our YouTube channel at CMS_inTouch:



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PUBLISH WITH QUALITATIVE RESEARCH IN ORGANIZATIONS AND MANAGEMENT: AN INTERNATIONAL JOURNAL

NICHOLOUS DEAL
ASSOCIATE EDITOR

Qualitative Research in Organizations and Management: An International Journal (QROM), is an Emerald journal that publishes quarterly and is exclusively committed to advancing research on qualitative methods. We rank 1* in the Organization Studies field according to the Chartered Association of Business Schools Academic Journal Guide 2021. Our journal accepts a broad range of scholarship including research articles that are theoretical or theoretically-informed empirical studies, micro-level case studies, literature reviews, and essays – all of which contribute to critical qualitative method(ology) in management and organization studies. We also invite work that is developmental, allowing one of our 30+ associate editors and expansive editorial advisory board, an opportunity to work with you throughout the review process to publish your ideas.

Since its founding, the journal has nurtured determinedly critical qualitative method(ology) by encouraging research that focuses on subjective experience and contextual knowledge from any topic relevant to management and organization studies. In other words, parameters around the concept of method(s), management, and organization are broad to encourage thinking from beyond the mainstream. Further, research that stems from qualitative techniques located in a broad range of epistemological perspectives gives QROM contributors licence to foster a 'third space' beyond modern and postmodern debates.

The aims and scope describe a call for scholarship that goes beyond useful findings based on qualitative methods but:

- provide an "in-depth" study of the processes involved (e.g., what activities/ interrelationships can be identified in arriving at a particular conclusion?);
- discuss/reflect on issues of research practice (i.e., what we can learn from applying selected qualitative methods);
- are critical (i.e., broadly concerned with understanding the impact of managing and organizing on human experience and life chances);
- are focussed on subjective experience (i.e., provides in-depth understanding of what people feel about the processes involved);

- are context oriented (e.g., provides understanding of the context in which the study is conducted and the potential influence on the people under study) and;
- provides an in-depth account of key aspects of the (qualitative) research applied and the challenges involved (e.g., what methods were used, how/why were they used, and what lessons are to be learned from adopting a particular research strategy).


Because qualitative research, especially postpositivist scholarship focusing on method(ology), continues to face challenges in so-called 'top journals' in the field, QROM continues to be the only outlet whose main purpose is to showcase critical qualitative research excellence. As a result, the journal's ethos is illustrated by the articles it has published and is committed to publishing that features a diverse range of novel and/or provocative qualitative techniques.

Given these logics, then, we welcome articles that engage a diverse set of topics. QROM has published extensively on subjects and topics within the domain of critical management studies, becoming home to research at the intersection of gender and/in management including feminist theorizing, methodology, and activism in organizing. Equity, diversity, inclusion, and accessibility concerns feature prominently in articles that explore both vast and niche spaces in management and organization studies including workplace trauma, emotional labour, indigenous knowledge, dirty work, and subjectivity and difference. While the journal broadly accepts qualitative methods that are critical, it has similarly published work that uses iterations of postmodern feminism, feminist historiography, intersectionality, critical discourse analysis, autoethnography, two-eyed seeing, and beyond.

Key benefits of publishing with us lies in the composition of our broad audience. QROM is also a vital resource for academics seeking a comprehensive overview of qualitative methods in management and organizational research. The journal has also attracted the attention and interest of practitioners who appreciate our scholarship as a reference to help gain insights from applied qualitative empirical work. We are proud to be a longstanding supporter of the Critical Management Studies Division of the Academy of Management.

CRITICAL CALLS FOR PAPERS AND SUBMISSIONS

DIVISION EXECUTIVE

Journal	Editors	Call & Link 
Journal of Management History	David C. Jacobs, Fernanda Sauerbronn, Nicholas M. Deal, and Rosetta Morris	Critical Biography as a Methodology in Management History
Routledge Book Proposal	Alexandra Bristow, Olivier Ratle, and Sarah Robinson	Doing Academia Differently
Gender, Work & Organization	Guilherme Azevedo, Maria Daskalaki, Camilla Qunental, Yuliya Shymko, and Natalia Vershinina	Sexism and Gender-Washing in Academia and Beyond
Organization Studies	Kerstin Sahlin, Ulla Eriksson-Zetterquist, Peter Fleming, Francisco Ramirez, and Peter Walgenbach	Higher Education and Research as Contested Terrain; How and Why Organizing Matters
Culture & Organization	Francesco Schiavone, Chiara Cannavale, and Slawek Magala	Sustainability Across Cultures: Responsible Management of Sustainable Organizations, Platforms and Contexts
Management Learning	Grace Gao, Linna Sai, Emmanouela Mandalaki, Jannine Williams, Anna-Liisa Kaasila-Pakanen, and Margarita Canal	(Un)learning from the Margins in Management and Organization Research
Organization	Edward Granter, Mar Pérezts, Jeremy Aroles, Leo McCann, and Paulina Segarra	From organizing freedom in the academy to academic freedom as an organizing principle: What is at stake?
Business & Society	Vijayta Doshi, Ana Maria Peredo, and Chellie Spiller	Global Indigenous Peoples: Expanding the Intersection of Business and Society
Culture & Organization	Peter Watt	New Section: Call for Book Reviews
Culture & Organization	Amal Abdellatif and Linna Sai	New Section: Media

Please send us your critical calls for submissions. You can tag us on social media or email the editor at kristin.williams@acadiau.ca.

MEET YOUR CMS DIVISION EXECUTIVE TEAM

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