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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 begin the countdown to the Annual General Meeting in Boston for 2023. Before we share some important news about the upcoming conference, we wanted to start this newsletter with two tributes to our dear friend, Anshu Prasad. We thank Albert J. Mills, Nimruji Jammulamadaka and Alex Faria for their reflections. Anshu's passing is a great loss to our community and all those near and dear to him.

Please take note of the important details we have included in this newsletter as you make plans to join us in Boston in August. This will be the first fully in-person conference since 2019. We have information about the current call for Best Dissertation Award, followed by two essays from last year's joint winners: Genevieve Shanahan and Gaurish Chawla. We are especially excited to announce our keynote: Jo Grady.

Our newsletter also includes an essay by early career scholar, Alejandro Centeno on his "critical" research journey, and CMS executive member, Penelope Muzanenhamo on lessons she learned about intellectual activism from Prince Harry's interviews.

We conclude with a divisional update on changes to our bylaws and a farewell to our friends, Patrizia Zanoni and Marcos Barros who have completed their terms with CMS.

If you would like to contribute to the newsletter, write for us or share a special call that might be of interest to the CMS community, please get in touch with me at kristin.williams@dal.ca.

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Critical Management Studies
A Division of the Academy of Management

TRIBUTES TO ANSHU PRASAD

ALBERT J MILLS

When I first met Anshu, I took to him straight away and we became good friends (and co-authors). I was very much taken by his wonderful sense of humour and the laughter to go with it. Simply put, he was irresistible. But there was almost a hidden aspect to his humour and that was his deep-rooted intellect. Every single moment that I was lucky to be in his company I learned so much, especially postcolonial organization theory in a field that he was fast becoming a leading theorist in: *Against the Grain: Advances in Postcolonial Organization Studies* was surely a classic in the making. Whenever we got together our sharing of ideas always encouraged me to extend our time together, especially to recruit him to address my doctoral students. As always my students found Anshu to be fun and engaging as well as a wonderful mentor. Anshu always enjoyed sharing his knowledge with doctoral students and they were very much captivated by his engaging approach to deep-seated theories and ideas. Needless to say, I will profoundly miss him and my condolences go out to Pushi, his wife and lifelong companion.

NIMRUJI JAMMULAMADAKA & ALEX FARIA

Conditions of (im)Possibility

The farmer does not make the plant grow but toils relentlessly to create conditions of possibility for plants to thrive. Anshuman Prasad was one such farmer. Together with Pushi and others facing structural conditions of (im)possibility he has created possibilities for us Southern embodiments everywhere to exist as scholars and to find and express our own voices as human beings. In his inimitable loving and compassionate way, he enabled convivial spaces for pluriversal dialogues recognizing colonial encounters, and re-memembering our multiple ways of working, knowing, being and struggling for the otherwise within, with and beyond colonial differences.

Venerated Indian seers had often stated that gyana-knowledge and bhakti-devotion are one and the same. The work and being of Anshuman Prasad personify this. It would be imprudent to reduce Anshuman's lasting contributions to our critical community to his published work, for the influence and impact of his person and being far exceed academic writing and the printed word. His was not the aggressive, macho-style academic characterized by worshiping and building whitening empires and flaunting capitalist values- citations, boardships etc. That he has them despite his deep compassion is a testament to his

brilliant, not perfect or pure, intellect and the oneness of intellect and compassion. His unassuming, unimposing, co-conspiratorial dialoguing with young, early career scholars gently nudged them towards quiet confidence enabling them/us to move out of the cobwebs in their/our embodied minds. Gently, resolutely, with calm conviction sometimes feared and misinterpreted by the status quo and ourselves he enabled being, thinking, caring, living in and with difference yet not shying away from spirited debates through which differences are converted as we write into springboards for postcolonial/decolonial/rehumanizing transformations. In a capitalist academic environment that is becoming increasingly claustrophobic in its dehumanizing managerialism and respective conditions of (im)possibility all over, Anshuman's coalitional and solidary way of being a scholar is that breath of fresh air we all need to hold on to. This is something we can and shall keep practicing collectively in our academic communities and beyond.

His keen observation and ability to smell out an 'original' thinker emerging or resurging out from subalternized ranks through virtually invisible cracks and fissures of the capitalist academy made him quite a life-regenerating farmer, always on the search and lookout for individual and collective sparks, which have the potential to undo orthodoxies that we embody and reproduce. As we lovingly write this we sense his sharp intellect and compassion provided just the right amount of resistance and re-existing stimulation necessary for such sparks to resurge, (re)ignite and burn brightly and humbly. A fitting tribute to this master craftsman that many of us helped to make more livable would be when critical management studies becomes a pluriversal fount of 'original' thinkings for and with all, not just a monohumanist user and reproducer of humanities and social science thinking. His commitment to academic excellence, nuance and discipline is only matched by his detached passion towards this excellence making him what we tend to call the "elder" amongst traditional communities. His utter submission to and faith in the grace of Ramji- Ramji ki krupa - was a secret of his detachment as well as his rehumanizing strength. Not only did it enable him to challenge colonial eurocentric orthodoxies, triggering his radical un-performing everydayness often together with Pushi, but this spiritual sensibility steered him towards contentment, stepping back and watching from a distance as newer generations of scholars from subalternized Souths all over come onto the stage and (re)make the world as pluriversal as possible. And as we all read this, we do hope he is now in the loving embrace of this Ramji.



PLANNING FOR AOM 2023

FROM YOUR CMS EXECUTIVE

As you begin to make plans to attend AOM 2023, here are some things to keep in mind:

- The 83rd Annual Meeting of the Academy of Management (conference) will be held in Boston Massachusetts from August 4-8, 2024. You can register for the conference starting in March.
- This will be the first "fully in-person" Academy of Management Meeting since 2019 and though AOM is encouraging a return to face-to-face engagement, the CMS Division executive feels this move is deeply problematic because of its implications for inclusion and the environment.
- The CMS Division's program will be at the Boston Park Plaza.
- The theme of the conference is "Putting the Worker Front and Centre".
- In late March you should receive notifications regarding decisions on your submissions.

TOTAL NUMBER OF SUBMISSIONS: 140

SYMPOSIA: 9
PDWS: 11
PAPERS: 120

We would like to thank all of the reviewers who signed up (114), helping us ensure the robustness of the review process.



KEYNOTE ANNOUNCED

We are thrilled to announce that Jo Grady, General Secretary of UCU has agreed to be our CMS division keynote for the 2023 conference.

NAVIGATING THE PROGRAM ON SITE IN BOSTON

Marriott Boston Copley Place	Sheraton Boston Hotel	Hynes Convention Center	Westin Copley Place Boston	Hilton Boston Back Bay	Boston Park Plaza
CS (Career Services)	CAR (Careers)	AAM (Asia Academy of Management)	AFAM (Africa Academy of Management)	IM (International Management)	CM (Conflict Management)
CTO (Communication, Digital Technology, and Organization)	HCM (Health Care Management)	ENT (Entrepreneurship)	HR (Human Resources)	MC (Management Consulting)	CMS (Critical Management Studies)
DEI (Diversity, Equity, and Inclusion)	INDAM (Indian Academy of Management)	IAM (Iberoamerican Academy of Management)	MOC (Managerial and Organizational Cognition)	SAP (Strategizing Activities and Practices)	NEU (Organizational Neuroscience)
MH (Management History)	MED (Management Education and Development)	NDSC (New Doctoral Student Consortium)	ONE (Organizations and the Natural Environment)		OMT (Organization and Management Theory)
MSR (Management, Spirituality and Religion)	OB (Organizational Behavior)	RM (Research Methods)	OSCM (Operations and Supply Chain Management)		PNP (Public and Nonprofit)
STR (Strategic Management)	ODC (Organization Development and Change)	TIM (Technology and Innovation Management)			SIM (Social Issues in Management)
TLC (Teaching and Learning Conference)					

CALL FOR BEST DISSERTATION AWARD

DIVISION EXECUTIVE

Will you, or one of your doctoral students, have completed a doctoral dissertation/thesis in the period 01 April 2022 to 31 March 2023? 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 of the Academy of Management is inviting submissions for the 2023 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 2023 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 resistance to managerial authority; critical theories of the nature of managerial authority; critiques of managerialist theories of management and organization; critiques of political economy; postcolonial critiques of organizations and management.

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

Please contact Caroline Clarke (caroline.clarke@open.ac.uk) or Richard Longman (richard.longman@open.ac.uk) if you have questions related to this award.

GENEVIEVE SHANANHAN Best Dissertation Award Winner



It was probably fitting that I attended the AOM CMS award ceremony via Zoom from the wrong side of the Atlantic, given that so much of my PhD ethnography took place through a computer screen and across time zones. Even before the pandemic forced many ethnographers online, I had been following the work of the Open Food Network's global organizing team via video meetings at all hours and a Slack that never slept. Through this experience, I learned how deep the connections formed online can be, how these connections support an organization that is porous, and thus simultaneously vulnerable and resilient, and how this all contributed to a form of democracy that centers revisability of the network's rules, procedures and strategy.

If democracy generally refers to self-governance – giving ourselves our own rules – the revisability dimension of democracy specifically addresses the potential for rules to become out-dated and ill-suited to today's organizational composition. Democratic revisability involves keeping coordinating rules and decisions continually open to modification by the relevant community. I argue that this conception of democracy is central to anarchist and prefigurative organizing, but has been undertheorized to date.

In my exploration of democratic revisability through the Open Food Network's imperfect realization of this ideal, I identify two key components. Transparency is the backward-looking aspect that enables participants to understand the intentions behind the organization's rules, and thereby assess the degree to which their effects are aligned with these intentions, or indeed whether the underlying intentions are still held as valid by the organization. Editability is the forward-looking aspect that enables participants to rewrite these rules in order to realign them with the organization's present intentions. Revisability is particularly important for democratic organizations as the legitimacy of such organizations' rules derives from their ongoing endorsement by participants, and this endorsement is most clearly evidenced by the fact that they are genuinely open to revision.

I suggest that revisability has been overlooked in the literature to date because it seems to be incompatible with effective coordination, or even the organizational form itself - we might think "what meaning does a rule even have if I can simply choose to change it rather than follow it?"

In this dissertation, I hope I have demonstrated that democratic revisability is not in fact incompatible with effective coordination: we can have effective coordinating rules that are at the very same time revisable, partly thanks to the affordances of new information and communication technologies.

In my continuing research, I explore the challenges of maintaining revisability in complex organizing, particularly in relation to software development. This research is based on observation of a network of participatory cooperative grocery stores that, like the Open Food Network, aim to prefigure a sustainable and socially just food system. My heartfelt thanks go to both organizations for making this research possible. This dissertation would neither have been possible without my excellent supervisors: Thibault Daudigeos and Stéphane Jaumier at Grenoble Ecole de Management, and Bertrand Valiorgue at Université Clermont Auvergne. Finally, thank you to the CMS division for providing this platform for my work! I am so pleased to be part of this community of scholars working to realign the mechanisms of management with intentions we can endorse in good conscience.

GAURISH CHAWLA

Best Dissertation Award Winner



“It becomes ruthlessly apparent that unless we are able to speak and write in different voices there is no way to convey across borders, to speak to and with diverse communities” (bell hooks, 1999).

My thesis is a compendium of stories of a few workers and their everyday lives, the traumas they face, the feelings they sublimate and suppress and the impact they had on me; a heartfelt autoethnography (Ellis, 1999) of the I who interviewed them and got displaced in the process, and the theoretical constructs that underpin both these stories and the storyteller.

In my indigenous system of knowledge (Jnana Yoga), knowledge is tripartite. The first facet is that of the (hearing of the) subject: The Other from which we seek to learn and understand (in my case the interviewees). The second facet is that of (thinking) formulating theorizations that you hold true- the underpinning assumptions of the knowledge. The third facet is (meditation) the reflections upon the transformation of the I who is creating the knowledge, its beliefs, emotions and identities, and the shifts that occurred in the process of knowledge creation (see Rao and Paranjpe, 2016). The three occur together and form jnana (knowledge/wisdom). Based on this system, my thesis is presented in six sections.

In Contexts, I introduce this work and the intersections it inhabits: introducing themes such as Queer Writing, Prose Poetry and their place in Critical research. In Theories and Definitions, I write of the worldview I and this work have come to inhabit through the studies and meditations I have been through. This addresses themes of Ideology, Hermeneutics of Suspicion, Psychodynamics and a Marxist critique of it, Language and Trauma.

In Methods, I speak of the various I's that inhabit me, as well as the processes of interviewing and that of knowledge production. The former is expressed through Heartful Autoethnographic (Ellis 1999) work, and the latter takes form of discussing Free Association Narrative Interviews (Hollway and Jefferson, 2008) and my method of interpretation/meaning creation. I also explain how I started from the latter and continued with the former.

In Seeing Comes Before Words (After Berger, 2008), I write of the interview process viewed through psychodynamics- e.g. How the interviewees' narrative exhibits Free Association, Repression and Defence Mechanisms and so on. I explain the decisions I made in this process of knowledge creation.

In Stories from Empirical Work/Brief Interviews with Non-Hideous Women/Men (after Wallace, 2012), I write of the stories told to me by the interviewees. I spoke with seven people at length and viewed our interactions through a psychodynamic lens. My interpretation of these interactions, a psychopathology of everyday working life, cover themes such as Power, Privilege, Politics, Oppression and Trauma, and the impacts of work on their selves. These are presented in stories of various lengths. Once the knowledge is created, comes the question of form.

Rather than reduce the above themes to abstract, distant concepts, I connect with my own traumas, my own otherness to write of these in an evocative manner- my writing perhaps best described as “queer” (see Barker 2020), a hybrid of prose and prose poetry. Through my writing style, I attempt to evoke the same feelings in the reader as I felt during the process. Sympathizers of Helen Johnson's “Ten Incitements to Rebellion” (2021) will resonate with this work.

Problem statement:

If
your normal is
People dying of hunger while food wastes away on shelves
of homes lying empty when humanity freezes to death

If
your normal is
People dying to uphold artificial lines people drowning in
oceans and us burning away the surface of our planet

If
your normal is this
Give me Madness any day instead.

If you think about it, normality is pretty mad itself.

Aims and Objectives:

Maybe, then,
through my/our work and my/our politics
it's not a rebellion that I/we seek
but a happiness.
If I/we have anxiety/depression
and, the cause of it is capitalism
and the only cures available from our neoliberalised health
system are
more of the malady, then
maybe through our work,
what I/we really seek
is a cure.
Maybe, we don't care for rebellion.
All we want is to belong.

Theory:

What if truth is a woman what then? What if we all ticked
Other Mixed boxes on ethnicity surveys what then? What if
we all sat down to pee what then? What if there were no
stairs and all spaces were accessible by default what then?
What if the right way to be is the wrong way, what then?
What if truth is a woman what then? What if we have got it
all wrong what then?

Methodology:

The researcher worked on the thesis, the thesis works on
them.
The I wrote the stories, the stories wrote the I.
They got so entangled I don't know what is they and what
is I.
Where do we start and where do we end

La La La la la
(singing for my child while typing text to speech
it will crush me to delete it so I leave it in
she's on my shoulder, ssshhh we have to hush
where does my baby start and where do I end)

No room of my own
I write with my child's blessing.

Results:

YOUR CALL IS IMPORTANT TO US WE WILL PICK IT UP AS
SOON AS WE CAN YOUR CALL IS IMPORTANT TO US WE
WILL ANSWER IT AS SOON AS WE CAN YOUR CALL IS
IMPORTANT TO US BUT CLEARLY NOT IMPORTANT
ENOUGH TO LISTEN TO YOU YOUR CALL IS IMPORTANT
TO US BUT WE WILL WEAR YOU OUT THROUGH WAITING
YOUR CALL IS IMPORTANT TO US BUT NOT AS IMPORTANT
AS THE MONEY WE MAKE FROM YOUR SOUL YOUR CALL
IS IMPORTANT TO US HERE LISTEN TO SOME BEETHOVEN
PUSSYCAT THERE THERE DON'T BE ANGRY HERE'S VIVALDI
FOUR SEASONS TO KEEP YOU CALM WHILE I SCALPEL
YOUR LABOUR OUT OF YOU DID I MENTION YOUR CALL
IS IMPORTANT TO US? WHY ARE you GETTING SO UPPITY I
TOLD YOU YOUR CALL IS IMPORTANT TO US!!! WHAT A
DIFFICULT CUSTOMER YOUR CALL WAS IMPORTANT TO
US BUT LOOK WHAT YOU DID

Recommendations:

Irony
green talks inside lecture theatres
mowing the lawn, destroying ecosystem outside
Irony
covers up the violence of
British Tea Belgian Chocolate Italian Coffee
Why wouldn't you want to change this language, that
covers up so much violence so easily
If language's ironies fill up our consciousness with
ideological illusions
Why not change the language? Maybe it will become more
Sincere.



FEATURE ARTICLE: On fantasies and intellectual activism: What I learned from Prince Harry's interview

PENELOPE MUZANENHAMO

In early January 2023, multiple TV and social media channels globally aired Prince Harry's interview on his autobiography *Spare*. The interview touched on his, and his wife Meghan, the Duchess of Sussex's experiences of exclusion, discrimination, and racism among other personifications of social injustice.

More succinctly, and consistent with the scholarly terminology on speaking out and social injustice, Prince Harry told his truth to the World (see Patricia Hill Collins, 2013). As a Black African female scholar, such truth-telling by a powerful, privileged, and prestigious straight white male British Prince took me by surprise. I was spellbound. I presume that many other individuals might have been too.

Nevertheless, despite being a historically unusual episode, I could relate to the Prince's allusions to racism. I also took it for granted that 'every' historically and structurally marginalized and discriminated person endorsed Prince Harry's truth-telling. However, my belief was wrong.

I realized this with shock and perplexity a few days later when I came across televised public responses to the interview. Some Black, Brown, White, and Two-Spirit-Lesbian-Gay-Bisexual-Transgender-Queer/Questioning (2SLGBTQ) individuals appeared on TV and other social media channels explicitly objecting to Prince Harry's truth-telling.

While they did not seem to dispute or discredit the testimony (for more on discrediting others see Fricker, 2010), their general sentiment was that 'Prince Harry shouldn't air his family's dirty laundry in public, it's not good'.

As a Black woman who listens to other Black female scholars' truth (see one example here), and who has told my truth (here), our truth (here), and supported others in telling their truth (here), I felt an uneasiness with—and challenged by—the Other's disapproval of the Prince's truth-telling.

I wondered what triggered such invalidating reaction among those non-White individuals, many of whom were 'Black like me' (see George J. Sefa's theorization here). A similar response was notable among some members of the White 2SLGBTQ social collective, despite publicly sharing their painful experiences of discrimination, exclusion, and rejection by their families or broader society. It was a somewhat puzzling 'public' response.

As noted by Management and Organisations Studies (MOS) scholars, individuals do not make sense of something puzzling or ambiguous in a mental vacuum. Rather, they construct and frame plausible explanations by drawing upon existing concepts and cues within the environment (on sensemaking and plausibility see Weick, 1995). Consequently, my interest focused on the concepts of monarchy and royalty, their socio-economic significance, and their interactivity with, and social construction by mainstream media.

This focus yielded a seemingly plausible explanation centered on fantasies. A fantasy reflects a deliberate immersion, both mentally and through objects and practices, into an imagined, alternative, ideal, and unproblematic World constitutive of the greatest pleasure, perfection, and contentment (I extracted this interpretation from interdisciplinary research, e.g. Bennett et al., 2023; Brown, 2003; Grayson and Martinec, 2004; Kenny et al., 2019).

Such a utopia-like World (without 'lack') is embodied by the imagined social locations of kings, queens, princes, and princess as powerful, privileged, and well-protected bodies (for more on Utopias see Bloch, 1986). Millions of individuals—regardless of their skin pigmentation, gender, sexuality, and other demographic attributes—may seek to belong to such utopia-like Worlds (e.g., see a note published by TIME in 2018 on public obsession with the royals).

CONTINUED ON NEXT PAGE



FEATURE ARTICLE: On fantasies and intellectual activism: What I learned from Prince Harry's interview

PENELOPE MUZANENHAMO

However, those imagined spaces and places of beauty, perfection, abundance, and belonging are inevitably inaccessible to the majority of individuals. Hence, persons may resort to fantasizing as a way to connect to, and to some extent experience an imagined utopia-like World associated with kings, queens, princes, and princesses. Subsequently, this potential explanation implies that any claims or observations exposing the 'Utopia' as flawed or deficient are likely to be resisted, granted that they may ruin individuals' fantasies.

Extending this assumption to intellectual activism directs attention to the possible emergence of barriers to victim-to-victim empathy, as a result of individuals' desires to cling on to fantasies about organizations and institutions as epicenters of perfection and contentment. Fantasies may give rise to a collective consensus among some of us—the primary targets of social injustice—to condemn or criticize other victims for disclosing their (inconvenient personal) truths. Such disapproval of other victims' truth telling may serve, egoistically, to sustain individual fantasies on being and becoming.

Notwithstanding, those individual and seemingly innocent indulgencies that help individuals psychologically to fill the voids in their lives may not only hinder victim-to-victim empathy, but also solidarity. This can effectively deter individual and collective agency from challenging structural power imbalances and achieving social justice, as inferable from research on fantasies and organizational change (see Brown and Starkey, 2000).

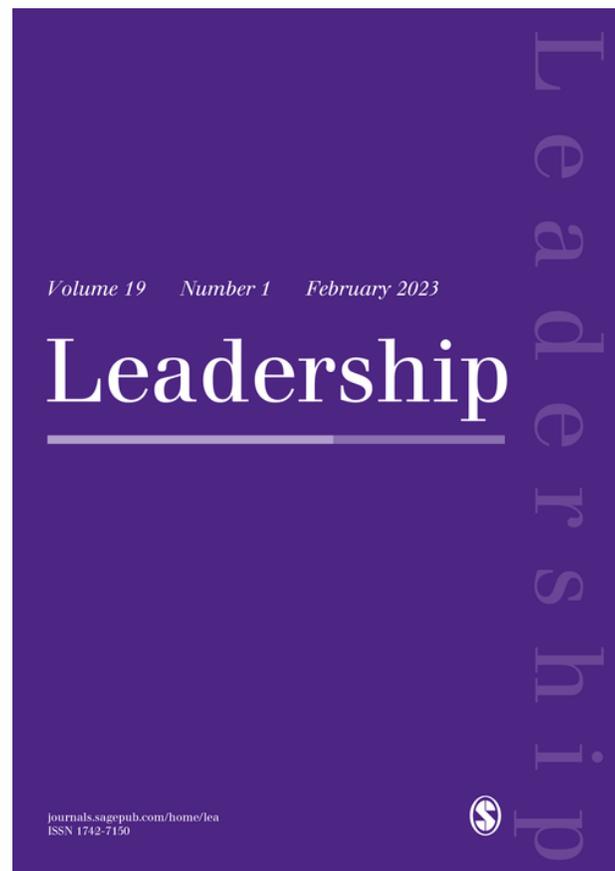
Penelope has received multiple awards for her research from the Academy of Management Conference–Critical Management Studies Division for Best Critical Management Learning and Education Paper 2020, and Best Paper in Gender, Work and Organization 2021. Prior to that, Penelope received a Best Track Paper award from the Academy of Marketing in 2011. In 2018, Penelope was awarded a Plaque by Morgan State University for her commitment towards the integration of Black voices into business curricula and research, as demonstrated by her contribution to the successful International Symposium 'Out of (and into) Africa: African Consumer Marketing and Firm Strategies'. Penelope has also received several grants from UCD College of Business in appreciation of her scholarly achievements to date.

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NEW LEADERSHIP FOR LEADERSHIP

GARETH EDWARDS & DORIS SCHEDLITZKI

CMS friends will note a change in leadership of the journal *Leadership*: Professor Gareth Edwards (University of the West of England, Bristol, UK) and Professor Doris Schedlitzki (London Metropolitan University, UK) are the new Co Editors-In-Chief. Professor Edwards and Professor Schedlitzki write in their latest editorial about how they have “grown up” with *Leadership* – the journal which, for them, epitomised the critical and constructionist turn in leadership studies (2023). They are deeply wedded to sustaining *Leadership* as a critical voice and point to how the recent special issue around race and leadership has amplified many conversations about diversity, inclusion, and belonging. And, also of interest to CMS scholars, they call for more work challenging the normativity of whiteness and masculinity in leadership theory and research. Drawing on Ann Cunliffe’s (2022) contribution to *Organization Theory*, Edwards and Schedlitzki suggest that contributions well-suited for publication in *Leadership* are likely to be one, or more, of: reflexive, intuitive, plausible, interpretive, resonant, relevant, plural, diverse, fluid, constructive, relational, surprising, dialogic, embodied, visual, situated, sensual, sensible, and sensitive. For CMS scholars unfamiliar with *Leadership*, the link to the latest edition is here. We have many members whose work already intersects with the journal’s interests; we also regularly enjoy leadership-oriented contributions to Annual Meetings, in the form of workshops, papers, and symposia. What next for *Leadership* and our CMS Division? We know that Professor Edwards and Professor Schedlitzki will be very happy to hear from members of our community to help contribute to ongoing conversations and to discern new ones spanning leadership, management, organizations, and the challenges we must face together.



Cunliffe, A. L. (2022). Must I grow a pair of balls to theorize about theory in organization and management studies?. *Organization Theory*, 3(3).
<https://doi.org/10.1177/26317877221109277>.

Edwards, G., & Schedlitzki, D. (2023). Editorial transitions part 2 – hail and hello. *Leadership*, 19(1), 3–6.
<https://doi.org/10.1177/17427150221147371>

REVIEWER PROFESSIONAL DEVELOPMENT WORKSHOP RECAP 2023

GHAZAL ZULFIQAR & ALEX BRISTOW

Following up on the huge success of CMS' Reviewer Development workshop last year, we organized a similar workshop this year on January 27, 2023. This year's panelists included seasoned critical scholars and CMS colleagues: Marcos Barros, co-editor in chief (EIC) of Organization, Ash Prasad co-EIC of Management Learning and Alison Pullen, co-EIC of Gender, Work & Organization. Also part of the panel was Costanza Sartoris, who had won CMS' Best Developmental Reviewer Award for 2022.

The workshop was attended by senior and junior colleagues, including several doctoral students. In the audience were those that have been graciously reviewing for CMS for years and those that wanted to sign up to review after what they described as "being inspired by the panelists". Alex began the workshop by reminding us that reviewers are the soul of our scholarly community even if they are not always recognized for all the work, blood and tears they put in voluntarily. Alison talked about the importance of constructive criticism, as we review key elements of the paper and make suggestions as to how to fully articulate its contribution. Ash expressed that the tone of a review should be a tone you would want to receive as an author yourself, which doesn't mean going easy but rather being constructive. The key seems to be to suggest rather than prescribe. Costanza told the audience that her aim in a review is to be comprehensive, critical and supportive, that is, to imagine stepping into the shoes of the authors. Marcos was asked to explain what being critical meant. He responded by pointing to the critical work now being undertaken by scholars across countries, regions, and epistemologies. He explained the four essential elements of criticality: unveiling power structures, showing resistance, showing alternatives, and creating emancipation. Alex related these four themes to the Academy of Management's Conference theme this year of Putting the Working Front and Center: How do we unveil the power structures that affect the worker, how do we resist, provide alternatives for and emancipate workers while being critical of the rhetoric of the Conference theme.

In summary, the common theme across our panelists was that a good review should balance between providing honest and constructive feedback on the paper as well as engaging with the authors on their own terms. In short: Don't impose your ideas but do critically engage.

After the presentations, we had a rich conversation with the participants that involved answering questions, sharing experiences, and inviting new colleagues to the CMS community. The enthusiastic response persuades us that this workshop should become a continuing tradition. Thank you to everyone that participated and gave us time from their busy schedules across time zones, and to Liela Jamjoo for helping us in the planning and delivery of the workshop while also managing all of the event's marketing.



Click the image to watch the recording of the session!

EARLY CAREER SPOTLIGHT

ALEJANDRO CENTENO

After concluding my undergraduate studies in psychology, I firmly believed in devoting my life to Psychoanalysis and clinical work. However, life had other plans for me as an opportunity to apply for a PhD in Management fellowship presented itself. I took it without believing I would be accepted, but I was, and my life completely changed. During the second year into the program, while I was honestly worried, thinking that I needed to engage with mere processes and technicalities to succeed, I was introduced to critical-oriented research through the voice of Professor Ajnesh Prasad. His perspective and overall style of scholarly inquiry made me see something that none of the faculty members or even the crazy amount of papers I had read by then did—management research can be a creative and reflective exercise to question assumptions in the field. In a way, I had found the space where I belonged.

A lot of contemplation occurred before figuring out what I wanted to explore in my dissertation. Finally, I got inspired by the time when I used to model and had to deal with institutionalized misbehaviors and questionable practices veiled by the exciting aura and the overall spectacle that radiates from the fashion industry. Contrary to what most people outside the system would infer, being a male model was challenging. Even when looks are the most relevant asset for (female or male) models, genetics alone do not suffice to make it in a winner-take-all market. The modeling industry is highly unpredictable since it is built upon a set of floating norms that are ever-changing and decided among only those whose social capital, status, and influence let them create the next archetype of "beauty" embodiment (e.g., magazine editors, photographers, fashion designers, etc.)

Most research on modeling has focused on women's experiences, relegating male models to the back, like this aesthetic-driven industry also does. Men doing display work are considered less valuable, treated differently, and poorly recompensed compared to their female counterparts. This is by no means a coincidence, and such complexities are what I planned to uncover. My research is found on the intersection of display work, sexuality, and masculinity.

By using a myriad of social theories, I raise the curtain on the modeling industry and disclose what lies behind a facade of allurements and opulence. Through these men's discourses, I uncover the impact that sexual harassment dynamics have on their gender identity, especially when these advances come from other men. My results also explain what element makes them distinguish between sexual harassment and sexual consent—as the boundary is often blurred, and concepts overlap more than we might think.

I aim for three particular goals by engaging in this type of research: (a) to assist in the deconstruction of stereotypical (and often deviant) styles of masculinities and (re)discover what it means to be a man in the 21st century, (b) to reconceptualize the phenomenon of sexual harassment, aiding in future discussions about more transparent and more precise policy development, and lastly (c) to join the fight towards equity from a place of self-awareness and true accountability. Beyond studying the modeling industry, I would like to explore other avenues of display work, such as sex work

Alejandro "Alex" Centeno recently earned his PhD with distinction (outstanding thesis) from EGADE Business School at Tecnológico de Monterrey in Mexico City. To date, he has published in *Gender, Work & Organization* (ABDC:A, ABS:3), where he collaborated with several senior scholars to discuss men's roles and responsibilities in gender egalitarianism. He has also co-authored a chapter for the book *Diversity, race, ethnicity and business storytelling*, highlighting the importance of listening to the voices of vulnerable populations in management research. Overall, Alex's research focuses on display work and gender and diversity issues in organizations. From his dissertation, *Modeling gender: Three essays on masculinity, sexuality, and performing display work*, multiple papers have emerged. One of the articles is currently under review, while others are at different stages of development. Alex is on the job market at the moment. You can reach him at www.centenoalejandro.com, and via email at arcenteno@outlook.com.

DIVISIONAL NEWS: BYLAWS UPDATE

AMON BARROS &
FERNANDA SAUERBRONN

Bylaws and Ballot Process

January 2023 is a hallmark for the division. After almost 20 years after the AOM-CMS division creation, we updated our Bylaws. There was a need to accommodate our current governance practices.

The bylaws change ballot had a 12.37% response rate (86 members) and unanimous approval for the substantive changes listed below:

- Update and formalize the vital work of 5 (five) at-Large Representatives positions:
 - (i) Membership and outreach.
 - (ii) Ethics & Inclusion.
 - (iii) Communications on Social Media and connect@aom.
 - (iv) Communications Newsletter and Website.
 - (v) Early Careers and Ph.D. initiatives.
- Establish a periodicity of bi-monthly virtual meetings of the Executive Committee with at least 50% of the quorum.
- Update responsibilities of Past-chair and Program Chair-elect regarding the organization of Ph.D. Consortia.
- Include a policy on absences and vacancies during mandates.

We thank our members for their engagement and support along this process!

2023 CMS Ballot

February last saw us reach out to the CMS community to seek nominations for the Division's upcoming elections, with nominations closing at the end of February. We received a good response, and we are grateful to all who took the time to participate in the process.

The Nominations and Elections Committee—which comprises Fernanda and Amon (the Division's Past Co-Chairs), Alison and Ozan (the Division's Chairs), and Richard and Caroline (the Division's Co-Chairs Elect)—will now review the nominations and finalize the slate of candidates for the election.

This year, the Division seeks to fill the Chair Track (2023-28) role. The role represents a 5-year commitment, starting as the Professional Development Workshop Chair (for the 2024 meeting), followed by Main Scholarly Program Chair (for the 2025 meeting), Division Chair-Elect (for the 2026 meeting), Division Chair (for the 2027 meeting), and concluding as Past Division Chair (for the 2028 meeting). Additionally, for a 3-year mandate, we seek to fulfill two representative at-large positions (Ethics & Inclusion and Early Careers and Ph.D. initiatives) and the Treasurer role.

Historically, CMS has seen very healthy participation in our annual elections, often surpassing Academy averages, and we very much hope this trend will continue. So, we encourage all members to participate in this year's election, which will take place between April and May for all mandates starting in August 2023.

FAREWELL TO PATRIZIA AND MARCOS

AMON BARROS &
FERNANDA SAUERBRONN



The CMS Division would like to thank the Past co-Chairs Patrizia Zanoni and Marcos Barros, that served voluntarily from 2017-2022. Patrizia and Marcos' commitment and knowledge have been invaluable for the CMS Executive and Community: PDW chairs, then Program Chairs (2017-2018, 2018-2019), Chair-Elect, Chairs and Past Chairs (2019-2020 up to 2021-2022).

They worked diligently to help the community during COVID times and all difficulties adapting to new online and hybrid formats. For all five years of this rotation in positions, the pandemic aftermath demanded constant interaction with AOM Headquarters to build valuable support. They were also fundamental to the creation of the "CMS In Touch" project that delivered several engagement opportunities for all AOM CMS members and beyond.

As current Past Co-Chairs, we especially thank them for their guidance and orientation during our five years in our chair track. Their friendship and supportive stance were fundamental during this process. We wish them a happy life and a fruitful career. We hope they keep a continuous engagement in the division as authors, reviewers, and Editors in Chief of the journal Organization that sponsors several division awards.

Farewell, Patrizia and Marcos!

CRITICAL CALLS FOR PAPERS AND SUBMISSIONS

DIVISION EXECUTIVE

Journal	Editors	Call & Link 
Organization	Daniela Pianezzi, Junaid Ashraf, Leanne Cutcher, Melissa Tyler, and Shahzad Uddin	<u>Workers that Matter and Work that Counts: Organizing and Accounting for Value(s)</u>
Organization Studies	Oliver Schilke, Reinhard Bachmann, Kirsimarja Blomqvist, Rekha Krishnan, and Jörg Sydow	<u>Trust in Uncertain Times</u>
Gender, Work & Organization	Stephanie Schreven, Lotte Holck, Laura Dobusch, Koen Van Laer, and Gazi Islam	<u>Toward a Critical Study of Boundaries in and around Organizations</u>
Human Relations	Claire Champenois, Dimo Dimov, Silvia Gherardi, Daniel Hjorth, and Neil A. Thompson	<u>Organization-Creation: Theorizing the Processes and Practices of Entrepreneuring at Work</u>
Journal of Management Studies	Elena Dalpiaz, Hannes Leroy, Gideon Markman, Daniel Muzio, Kristina Potočnik, and Christopher Wickert	<u>Repurposing Management for the Public Good: Processes, Obstacles and Unintended Consequences</u>
Journal of Business Ethics	Gabriel Weber, Bobby Banerjee, Joan Martínez-Alier, Ana Maria Peredo, and Beatriz Macchione Saes	<u>Business and Environmental Justice: A Political Economy Perspective</u>
Culture & Organization	Kristin S. Williams, Marjana Johansson, Sara Persson, Ruth Slater, and Julia Storberg-Walker	<u>Intimate encounters: Explorations in co-writing, collective autoethnography, poetics and fictional writings</u>

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

MEET YOUR CMS DIVISION EXECUTIVE TEAM

DIVISION EXECUTIVE

Division Chairs: Alison Pullen and Ozan Alakavuklar

Division Chairs Elect: Caroline Clarke and Richard Longman

Main Program Chairs: Alexandra Bristow and Ghazal Zulfiqar

PDW Chairs: Mariana Paludi and Penelope Muzanenhamo

Past Chairs: Fernanda Sauerbronn and Amon Barros

Division Treasurer: Arturo E. Osorio

Rep-At-Large (Communications: Social Media): Liela Jamjoom

Rep-At-Large (Communications: Newsletter): Kristin S. Williams

Rep-At-Large (Membership & Outreach): Elina Riivari

Rep-At-Large (Ethics & Inclusion): Paulina Segarra



Critical Management Studies

A Division of the Academy of Management