

**Organizational Behavior Division  
Academy of Management  
Three-Year Strategic Review and Plan**

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**On behalf of the OB Division Executive Committee, all members of the committee  
contributed ideas for this report.**

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## PART 1: EXECUTIVE SUMMARY - STATE OF THE OB DIVISION

The Organizational Behavior (OB) Division follows AOM policies, has a successful leadership and succession structure, diligently reviews and enhances services for all our division members, and has a strong financial situation. We conclude this after completing our Health and Governance Checklist (see below), reviewing our latest 5-year division survey, examining our financial situation, reviewing other division metrics, and reassessing our prior strategic review from 2019-2020.

### Membership Changes

The OB Division continues to be the largest division within the Academy of Management, with 6,332 members as of July 1, 2024. Our membership has increased 2.28% over the past five years (i.e., from 6,191 to 6,332) compared to an increase of 5.73% for AOM. The biggest change to the composition of our membership is the relative increase in global members (from 2,854 to 3,148, or 9.30%), with an increase from 46% to 50% of overall OB division membership.

### Strategic Goals Met from the Prior Review (2019-2020)

We met many strategic goals from our prior review in three key themes: rigor, relationships, and relevance. Please see the table in Appendix 1 for our internal audit of how we met our goals.

- **Rigor.** We: (a) created resources so that all OB faculty are knowledgeable about OB theory and methods, (b) developed prioritized and more flexible AOM annual meeting programming, (c) improved the review process for AOM papers, symposia, and PDWs, (d) better shaped PDW programming and changed its place in the program, and (e) created opportunities to connect intellectually throughout the year, not just at the annual meeting.
- **Relationships.** We: (a) enhanced relationships at the AOM meeting, (b) enhanced relationships outside of the AOM meeting, and (c) worked toward more inclusiveness toward all types of members.
- **Relevance.** We: (a) continued to have an emphasis on being relevant to our international members, (b) made clearer our relevance to scholars in building their careers, and (c) made more concerted efforts to promote the connection between research and practice.

### Strategic Goals Not Met from the Prior Review (2019-2020)

Although we did meet many strategic goals, we did not meet all of them. For rigor, we did not: create a task force for re-thinking the review process or have our members vote for “people’s choice” PDWs using an online portal. Thus, we intend to revisit these ideas and others to improve reviewing and evaluation processes. For relationships, we did not: add optional research interests to name badges either with ribbons or printed directly on the name badge, which AOM has now indicated is possible with a new system they are implementing. For relevance, we did not: do a “pitch” session as a PDW for organizations interested in having research done in their companies or consider sponsoring a midyear conference that is just based on OB. As the science-practice gap continues to be debated in management, we believe there are additional opportunities for the OB Division to focus on relevance over the next several years (see our 2025-2028 goals below).

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## **PART 2: ORGANIZATION OF THE REPORT AND KEY DIVISION PROCESSES RELATED TO COLLECTING AND ANALYZING MEMBER PERSPECTIVES**

The main section of this report is a set of strategic goals and priorities for the next three years (2025-2028). We based our future goals and priorities on key stakeholder interviews that were done in 2023 and a member survey conducted in 2024. We discussed these data in great detail at the executive mid-year meeting, where we developed strategic plans and agreed upon them for the next three years. Appendix 1 contains a review of the strategic plans in the previous divisional report and what progress we have made in executing our plans. Appendix 2 contains a summary of the key stakeholder interviews and the member survey.

In Appendix 1, a table lists every strategic objective and goal that was generated in the 2019-2020 5-year review in the left-hand column. In the right-hand column, we provide examples of how we made tangible progress on each of the specific objectives and also indicate the extent to which we achieved a specific objective and why.

In Appendix 2, we first report the results of the 2024 member survey we conducted from October 15 to November 15, 2024. We summarize both the quantitative survey ratings and responses to the open-ended questions. We next summarize the results of stakeholder interviews we conducted in 2023. In the left-hand column, we synthesize responses to these interviews. In the right-hand column, we provide summaries of the responses to the open-ended questions from the same stakeholder group to facilitate comparisons.

The OB Division executive committee met multiple times each year over the past five years to develop strategic priorities and ensure that the division is on an upward and successful trajectory. This year, we have used the data from these two collection efforts to craft strategic goals and objectives for the next three years (2025-2028), which will follow in the next section.

## **PART 3: LOOKING AHEAD - STRATEGIC GOALS AND PRIORITIES FOR THE OB DIVISION 2025-2028**

### **Priority #1 – Continue to Enhance Rigor**

- a. Enhance Year-Round Programming activities.
  - i. Add more Representatives-at-Large for on-demand professional development resources and year-round programming.
  - ii. Solicit ideas for off-cycle events from OB members and offer opportunities for non-EC members to coordinate and run these events.
    1. Align one of the new Representative-at-Large roles to help manage this.
    2. Design a method to solicit ideas from members.
    3. Develop a process for generating member-driven content, addressing key questions such as content type, target audience, and timing.
    4. Create online tools for members to generate off-cycle events.
  - iii. Partner with (relatively) smaller associations and conferences around the world (e.g., EGOS, IACMR) focused on specific topics to enhance rigor and expand the strength

- of our perspective and connections across regions.
- b. Enhance AOM conference logistics.
  - i. Expand resources for reviewers to enhance their confidence and ability to produce constructive, accurate, and clear reviews.
  - ii. Revisit the review process for the Annual Meeting program to manage scale while maintaining rigor.
  - iii. Offer an expanded suite of AOM submission templates (for papers, presenter symposia, panel symposia) and better highlight existing member resources (e.g., <https://aom.org/events/annual-meeting/submitting/submission-guidelines>)
  - iv. Clarify criteria for named awards or sponsorships.
- c. Enhance OB Division Executive Committee infrastructure, knowledge-sharing processes, and role clarity.
  - i. Develop onboarding materials for new OB Executive Committee members to ensure quick acclimation, role clarity, and efficient performance.
  - ii. Refine committee structures and governance processes to align with the goals of this strategic plan.
  - iii. Appoint two co-chairs (deputy chairs) for both the Making Connections Committee (MCC) and the Global Committee (GC) to help the chair of these committees with the development and implementation of their strategy, develop a succession plan, and enable a more streamlined approach to the tasks of these committees.
  - iv. Establish a role for member engagement management, either as part of the existing committee or a new Representative-at-Large position.
- d. Develop budget guidelines and allocate funds to workstreams to encourage greater decentralization of control in the executive committee and facilitate deeper involvement by members of the committees.

## **Priority #2 – Continue to Enhance Relationships**

- a. Foster and strengthen OB Division member connections.
  - i. Send a welcome email to new and returning members with steps to maximize their membership benefits.
  - ii. Transition the “New to OB” PDW from in-person to online, with on-demand asynchronous resources to facilitate year-round connection to members.
  - iii. Send letters to symposia organizers and participants to encourage post-symposia meet-ups, potentially seeding future micro-communities.
  - iv. Organize smaller events to foster stronger connections.
  - v. Use the website to facilitate “OB City Coffees” in two cities a year for scholars in the same city to meet up. Explore if and how to scale up this initiative and whether the website can be used to facilitate convening of these events.
- b. Invest in resources to expand micro-communities.
  - i. Model a franchise approach to micro-communities, promoting more bottom-up member-driven initiatives that foster community.
  - ii. Explore whether a digital platform can be created to host these communities.
  - iii. Invest in understanding and testing the use of “tracks” (similar to EGOS).
  - iv. Expand and advertise “how-to” guides for developing micro-communities and set milestones for their growth.

- v. Provide roadmaps to support members attending the Annual Meeting (e.g., sample schedules) and creating micro-communities.
- vi. Clarify standards and implement guardrails for all member-driven initiatives, specifying management and oversight responsibilities.
- c. Continue to invest in helping the OB Division serve our members outside North America.
  - i. Ensure that, in any single election cycle, not all candidates for Representative-at-Large live in the same region.
  - ii. Improve our international footprint by organizing or co-sponsoring three international virtual small conferences over the next three years.
  - iii. Enhance mentoring opportunities by matching PhD students with senior Division members, preferably across countries, to increase involvement.
  - iv. Explore fundraising opportunities for scholarships for doctoral students to attend the AOM conference when it is in a country other than where they are studying.
  - v. Promote continuity and expand the voice of MCC and Global Committees in the OB Division by adding a co-chair/vice chair to support the chair, represent the subcommittee, and enhance succession planning and knowledge sharing.
- d. Enhance the strategy, processes, and systems by which we recruit and engage volunteers.
  - i. Develop volunteer resources, including videos and webinars.
  - ii. Implement a system to gauge volunteers' specific interests and preferred ways to contribute.

### **Priority #3 – Continue to Enhance Relevance**

- a. Improve teaching resources.
  - i. Advocate for integrating the Annual Meeting and the Teaching and Learning Conference (TLC) to bridge the existing structural divide.
  - ii. Propose the addition of a Representative-at-Large to curate and organize teaching resources, coordinate off-cycle PDWs, and address challenges related to OB teaching.
  - iii. Develop a repository of teaching materials, including activities, exercises, cases, lesson plans, and syllabi.
- b. Create, curate, and disseminate more shareable resources for members that help them beyond the annual meeting (e.g., <https://www.phdgps.com/about>).
  - i. Enhance the website to maximize its benefits for OB Division members.
  - ii. Hire additional resources (i.e., expert web developer) to assist with the website redesign.
- c. Ensure that OB Division research is relevant for practitioners
  - i. Audit potential outlets and partner with said outlets (e.g., The Conversation) to help members translate primary research into popular circulation.
  - ii. Establish and enhance the OB Division LinkedIn page for year-round engagement.

**Note from the Executive Committee:** We will review progress on all these goals and priorities every six months to ensure that headway is being effectively made.

## APPENDIX 1: TAKING STOCK - STRATEGIC GOALS AND ACTIVITIES PROGRESS ON PRIORITIES FOR THE OB DIVISION 2020-2024

The following table lists all the objectives outlined in the 2019-2020 5-year review report in the left-hand column and all progress that was made in meeting these goals in the right-hand column.

### Priority #1 – Enhance Rigor

2020-2024 Objectives	Actions Taken Toward Objectives
<b>a. Create resources so that all OB faculty are knowledgeable about OB theory and methods</b>	
Use PDWs to create these opportunities (e.g., research on theory and methods, teaching, connecting to field sites, etc.)	<ul style="list-style-type: none"> <li>● <i>We offered virtual workshops for early career scholars outside of “mainstream” schools and regions, such as the Global AOM submissions incubator.</i></li> <li>● <i>We expanded our portfolio of PDWs and other similar opportunities (e.g., webinars, consortia) to over 30 events. The majority of these events touch on theory and methods. The events that target it most directly include “OB Research Incubator,” which is a paper development workshop in which we pair participants with experienced scholars to receive feedback on their previously submitted proposals; and “OB Research Roundtables,” where 2+ experts facilitate discussions at 20+ roundtables on specific OB research topic areas.</i></li> </ul>
Create online resources (e.g., webinars, podcasts) to welcome those whose training was not in OB.	<ul style="list-style-type: none"> <li>● <i>We launched a workshop on forming/participating in writing groups and hosted a calendar of open-access writing groups.</i></li> </ul>
<b>b. Develop prioritized and more flexible AOM Annual Meeting programming.</b>	
Devote more programming time to PDWs and symposia; invite a set of defined research workshop-type submissions.	<ul style="list-style-type: none"> <li>● <i>We expanded our portfolio of PDWs and other similar opportunities (e.g., webinars, consortia) to over 30 events.</i></li> <li>● <i>Our featured workshop-type PDWs are “OB Research Incubator” and “Speaking Science.” The OB Research Incubator is described above. Speaking Science is a workshop that helps promote the effective translation of research and develop additional skills for sharing science in accessible and provocative ways.</i></li> </ul>
Make the last 10 minutes of all academic sessions interactive to involve the audience and speakers; create a formal volunteer role to facilitate these.	<ul style="list-style-type: none"> <li>● <i>Consistent with the higher ratings given to PDWs, we have invited more research workshop-type submissions to the program, and we have strongly encouraged session organizers to reserve the last 10 minutes of their sessions for audience member interaction with one another and the speakers.</i></li> <li>● <i>Most MCC PDWs allow at least 5-10 minutes of questions after any major speaker or panel, even in the middle of events. This has facilitated interaction with the audience and given those who cannot stay through a whole PDW a chance to connect with speakers and get questions answered.</i></li> </ul>
Use Sundays in a more effective way, such as in micro-community meetups, flash talks, and skill-building workshops around specific methods or teaching.	<ul style="list-style-type: none"> <li>● <i>We assessed the feasibility of using Sundays for micro-community meetups and are currently hosting those events on Mondays and Tuesdays, as it helps manage catering costs and avoids scheduling conflicts with editorial board meetings.</i></li> <li>● <i>Sundays have also been used to minimize the overlap in PDWs that are relevant to similar audiences (e.g., the OB Doctoral Consortium is a full-day event on Saturday, and Sunday is used for additional doctoral programming - such as “Thinking of a Position in the Pacific Asia Region? Do’s and Don’ts of International Business School” and “Making the Most of It: Being Successful in a Post-Doc and Beyond.”)</i></li> </ul>

<b>c. Improve the review process for AOM papers, symposia, and PDWs</b>	
Create a special task force charged with re-thinking the review process (e.g., how to get more senior participation, how to improve the use of reviews for shaping the conference program, how to improve the feedback authors receive)	<ul style="list-style-type: none"> <li>• <i>We did not implement this, but we did generally discuss various ways to improve the review process without a special task force.</i></li> </ul>
Use additional members of the executive committee to evaluate PDWs (use past and current reps-at-large from the PDW track)	<ul style="list-style-type: none"> <li>• <i>We created an awards committee for a new set of PDW awards, which includes three members of the executive committee.</i></li> </ul>
<b>d. Better shape PDW programming and change its place in the program</b>	
Be clearer about the topics we desire for PDWs and have tracks (e.g., research, teaching, service, etc.)	<ul style="list-style-type: none"> <li>• <i>In the faculty PDWs, we explicitly outlined the topics we aim to address in the panel discussions and roundtables through the proposal, emails, and announcements.</i></li> </ul>
Have our members vote for “people’s choice” PDWs using an online portal	<ul style="list-style-type: none"> <li>• <i>We did not implement this, but we could consider this over the next time period.</i></li> </ul>
Have more PDWs about rigor in research (based on survey feedback)	<ul style="list-style-type: none"> <li>• <i>There are two new PDWs that promote rigor in the research process, “Behind the Publication: Insights from the Publication Process” and “Unlocking the R&amp;R Process.”</i></li> <li>• <i>We continue offering “Publishing in Top International Journals” and “The Art of Writing and Publishing for Non-Native English Scholars”... among others.</i></li> <li>• <i>We also offered a PDW entitled, “The Elephant in the Room: A PDW on Enhancing Scientific Rigor in Organizational Behavior Research,” which brought together many leaders in the OB field to discuss the important topic of enhancing rigor and transparency in the field.</i></li> </ul>
<b>e. Create opportunities to connect intellectually throughout the year, not just the annual meeting.</b>	
Create monthly webinars or other virtual platforms that will address areas of research or opportunities for professional development.	<ul style="list-style-type: none"> <li>• <i>We developed multiple year-round programming efforts, including: preparing for the OB job market, managing burnout, and an open-access calendar of writing groups hosted by executive committee members and other OB division volunteers.</i></li> </ul>
Create a webinar for first-time attendees of the annual conference to share tips on how to best navigate the meeting.	<ul style="list-style-type: none"> <li>• <i>We now have a webinar version of our tips for first-time attendees: “Navigating the Academy of Management Conference for First-Time Attendees.”</i></li> </ul>
Encourage the formation of online micro-communities (have a rep-at-large do this)	<ul style="list-style-type: none"> <li>• <i>We set up the Global Co-working Sessions, specifically designed to meet the productivity needs of early career scholars.</i></li> <li>• <i>We developed and disseminated a resource guide that walked members through considerations and best practices for how they could set up micro-communities.</i></li> </ul>

## Priority #2 – Enhance Relationships

2020-2024 Objectives	Actions Taken Toward Objectives
<b>a. Enhance relationships at the AOM meeting</b>	
Add optional research interests to name badges either with ribbons or printed directly on the name badge.	<ul style="list-style-type: none"> <li>• <i>We did not implement this, but we are in discussions with AOM about doing so now that they have moved to a new system that allows it.</i></li> </ul>
Encourage member-originated social activities with smaller numbers of people (e.g., coffee chats, dinners, city tours, running together, etc.).	<ul style="list-style-type: none"> <li>• <i>We provided a venue and hosting support for a growing number of microcommunities each year (7 in 2022, 8 in 2023, 10 in 2024).</i></li> </ul>
Focus on new networking connection opportunities for members not comfortable with large receptions.	<ul style="list-style-type: none"> <li>• <i>The Making Connections Committee Coffee Chats involve multiple informal 1-hour gatherings for researchers within a defined research area. Each event is typically 20 - 30 people.</i></li> <li>• <i>There is an annual social event organized by the Global Committee - which is often tied to the event location (e.g., OB Division Chicago Architecture Cruise &amp; Cocktail Hour).</i></li> <li>• <i>We maintain a calendar of online writing groups and host micro-communities at AOM.</i></li> </ul>
<b>b. Enhance relationships outside of the AOM meeting.</b>	
Virtually mentoring junior scholars could occur year-round.	<ul style="list-style-type: none"> <li>• <i>We offer a new virtual event on “Facilitating Writing Groups,” which helps participants start their own writing groups. We also set up a calendar in which members of the Exec committee and senior volunteers scheduled open access writing groups over the calendar year 2024.</i></li> <li>• <i>We have set up the Global Co-working Sessions, specifically designed to meet the productivity needs of early career scholars.</i></li> </ul>
Use our website to promote “OB City Coffees,” where scholars in the same city could meet up.	<ul style="list-style-type: none"> <li>• <i>We did not implement this because of the challenges associated with the pandemic. We have included this recommendation for 2025-2028.</i></li> </ul>
<b>c. Ensure inclusiveness toward all types of members.</b>	
Actively solicit greater involvement of diverse membership in volunteering and OB activities, encouraging cross-member interaction and educating members about implicit biases.	<ul style="list-style-type: none"> <li>• <i>The OB Division has always been committed to openness and inclusiveness to all types of members.</i></li> <li>• <i>In the doctoral consortium, junior faculty workshop, and mid-career faculty workshop, we strive to be as comprehensive as possible, covering research, teaching, and service topics relevant to faculty members from research-intensive and balanced/teaching institutions alike. We also prioritize diversity by inviting panelists from around the world and enrolling participants from various types of institutions globally.</i></li> </ul>
Add an ethics/implicit bias session to our doctoral and junior faculty consortia.	<ul style="list-style-type: none"> <li>• <i>In the junior faculty workshop, we included discussion questions on implicit bias and ethics in the panel discussions and designated ethics as a specific roundtable discussion topic.</i></li> <li>• <i>We also conducted the PDW “Gender Biases in Academia,” which addressed implicit biases in that domain.</i></li> </ul>
Continue to seek inclusive representation on the OB Division Executive Committee.	<ul style="list-style-type: none"> <li>• <i>We have purposefully worked hard to recruit members of the executive committee from around the world and have been successful in these efforts, including the global spread of our committee (e.g., members who work in six different countries).</i></li> </ul>

### Priority #3 – Enhance Relevance

2020-2024 Objectives	Actions Taken Toward Objectives
<b>a. Continue to have an emphasis on being relevant to our international members.</b>	
We should continue globally-themed PDWs and social events integrated with MCC.	<ul style="list-style-type: none"> <li>● <i>The MCC has increased its global membership to over 25%.</i></li> <li>● <i>There is an annual social event organized by the Global Committee - which is often tied to the event location (e.g., OB Division Chicago Architecture Cruise &amp; Cocktail Hour).</i></li> <li>● <i>The Microcommunities effort now features multiple globally themed micro-communities (3 scheduled for 2025).</i></li> </ul>
Hold global speed-networking events.	<ul style="list-style-type: none"> <li>● <i>Our Global Committee PDW on “Navigating the Academy of Management Conference for First-Time Attendees” includes networking opportunities.</i></li> <li>● <i>Our focus expanded from making initial connections to more durable connections, and we host global co-working sessions and writing groups.</i></li> </ul>
Make sure we have global representation on the OB Division Executive Committee.	<ul style="list-style-type: none"> <li>● <i>See Point #2c third section above.</i></li> </ul>
<b>b. Make clear our relevance to scholars in building their careers.</b>	
Increase PDWs aimed at different groups, with an emphasis on increasing our focus on more diverse groups, more senior faculty, and teaching faculty.	<ul style="list-style-type: none"> <li>● <i>We have continued and expanded our offerings for doctoral students - of note, the OB Division Doctoral Consortium; conference PDW “Halfway There”; conference PDW “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty”; and a new webinar on “Preparing for the OB Job Market.”</i></li> <li>● <i>Additionally, the career-building resources for global doctoral students have expanded with PDWs, including: “Finding a Job in Europe” and “Thinking of a Position in the Pacific Asia Region? Do’s and Don’ts of International Business School.”</i></li> <li>● <i>We have continued and expanded our offerings for senior faculty - of note, the Mid-Career Faculty Consortium; conference PDW “Making the Most of Being a Full Professor”; conference PDW “From the Minivan to an Empty Nest: Navigating Parenthood in Academia”; conference PDW “Paving Your Golden Brick Road: How to Craft a Long, Happy, and Illustrious Academic Career”; conference PDW “Practical Advice for Planning and Organizing International Sabbaticals (or Other International Experiences).”</i></li> <li>● <i>Each year, we highlight new PDWs for teaching faculty (e.g., Innovations in Teaching Teamwork: AI &amp; Advanced Technology; Evidence-based Tools for Leadership Development).</i></li> <li>● <i>We introduced a new annual PDW on “Enduring Through Gender Biases in Academia: Understanding Experiences, Challenges, and Solutions.”</i></li> <li>● <i>The MCC also provided a PDW called “Making the Most of Being a Full Professor.”</i></li> </ul>
Stress the need for all schools to do their hiring and recruiting between October and February.	<ul style="list-style-type: none"> <li>● <i>We continue to stress the need for schools to do their hiring and recruiting on a consistent timeline. We provide a list-serve for job postings.</i></li> <li>● <i>As several schools have continued to request job applications during the summer months, we added an annual Zoom-enabled webinar on “Preparing for the OB Job Market” conducted in June.</i></li> <li>● <i>We have continued to increase our offerings related to career building in other ways - such as conference PDWs and virtual</i></li> </ul>

	<p><i>webinars related to managing burnout/work-life balance.</i></p> <ul style="list-style-type: none"> <li>• <i>We also discuss how a later timeline can advantage more resourced schools, so it may be exclusionary and levy a regressive tax on schools to wait until October to engage in recruiting rather than leverage the logistics of the annual meeting.</i></li> </ul>
<b>c. Make a more concerted effort to promote the connection between research and practice</b>	
Conduct webinars during the year	<ul style="list-style-type: none"> <li>• <i>We did not implement this.</i></li> </ul>
Help facilitate research opportunities between organizations and researchers.	<ul style="list-style-type: none"> <li>• <i>We added an annual workshop on “Speaking Science.” This workshop focuses on “speaking science” by promoting the effective translation of research and developing additional skills for sharing science in an accessible and provocative way. This PDW aims to equip attendees with broader skills necessary for communicating science with varied non-academic audiences and, ultimately, seeks to promote a greater impact of our scholarship.</i></li> </ul>
Better promote research that our members do.	<ul style="list-style-type: none"> <li>• <i>We have hosted an annual PDW on publishing in various translational outlets (e.g., Harvard Business Review, Sloan Management Review, California Management Review, HR People + Strategy).</i></li> </ul>
Do a “pitch” session as a PDW for organizations interested in having research done in their companies.	<ul style="list-style-type: none"> <li>• <i>We did not implement this as it was deemed resource-intensive with unclear ROI.</i></li> </ul>
Partner with other divisions and our AOM journals who are interested in these issues.	<ul style="list-style-type: none"> <li>• <i>We did not implement this as it was deemed resource-intensive with unclear ROI.</i></li> </ul>
<b>d. Focus on the OB identity</b>	
We will review our domain statement and consider adding Rigor, Relevance, and Relationships to our tagline.	<ul style="list-style-type: none"> <li>• <i>We have added these three priorities to our web page with the following statement: “Programming sponsored and developed by the OB Division is focused on three priorities: rigor, relevance, and relationships.</i></li> <li>• <i>We promote and encourage rigorous scholarship, teaching, and consulting that relies on valid evidence and the highest quality scientific research.</i></li> <li>• <i>We encourage scholarship that is relevant, practical, and in pursuit of answers to the most challenging questions about the workplace.</i></li> <li>• <i>We strive to develop a collaborative, supportive, and inclusive community of scholars, teachers, consultants, and practitioners.</i></li> </ul>
Consider sponsoring a midyear conference that is just based on OB	<ul style="list-style-type: none"> <li>• <i>COVID-19 restricted this possibility. After discussion, we did not implement this, favoring the expansion of year-round programming instead.</i></li> </ul>

## **APPENDIX 2: STATE OF THE DIVISION – INSIGHTS FROM OUR MEMBER SURVEY (2024) AND STAKEHOLDER INTERVIEWS (2023)**

Two key inputs have been formative in informing our next set of strategic opportunities going forward:

\*\*\*\*\*MEMBER SURVEY 2024\*\*\*\*\*

### **Method, sample, and demographics**

- Timing: October 15 - November 15, 2024.
- Response Rate: 12.4% (666 responses from 5,355 members).
- Demographics: 72% academic, 23% student, 3% practitioner, 2% emeritus; 56% female; 59% North America, 22% Europe, 14% Asia, 3% Australia/South Pacific, 1% South America, <1% Africa, 0% Caribbean; 83% affiliated with College/School of Business.

### **Reasons for Belonging and AOM Attendance**

- Top Reasons for Membership: 66% to gain/share research information, 44% for social connections.
- AOM Attendance: 53% attend annually regardless of program participation, 31% attend only when on the program.
- Non-Attendance Reasons: 47% need funding tied to program participation, 39% lack funding, 23% lack time.

### **Satisfaction with OB Division**

- **Areas with High or Moderate Satisfaction:** High satisfaction areas include communication (76%), particularly among teaching-oriented faculty, emeriti faculty, and those advising PhD students; domain activities (70%), especially for mid-career faculty and those advising PhD students; elections (66%); newsletter quality (64%); community sense (62%); and demographic inclusivity (60%), notably higher for faculty advising PhD students. Other areas of high satisfaction are impact opportunities (59%), innovation (58%), involvement clarity (57%), website usefulness (56%), international outreach (55%), collaboration with other divisions (55%), offerings compared to other divisions (54%), and the awards process (50%), with higher satisfaction among teaching-oriented faculty but lower among junior faculty.
- **Areas for Opportunity to Develop More Member Satisfaction:** Lower satisfaction areas include: opportunities to network and collaborate outside the annual meeting (46%), notably lower for WOB faculty; opportunities for members to receive mentoring (39%), particularly low among early-stage PhD students; and responsiveness of OB Division officers to member concerns (37%), especially low for current and past associate editors.
- **Overall Satisfaction:** 83% satisfied, very satisfied, or extremely satisfied, similar to 2019-2020 (82%).

### **Satisfaction with Annual Meeting and OB Programming**

- High Satisfaction Areas: Program access (78%), symposia (77%), PDWs (71%), traditional paper sessions (70%), and discussion paper sessions (64%).

### **Interest in Future OB Programming Changes**

- Top Interests: Scholarships/research funding (79%), external relations (76%), online events (72%), communities of practice (71%), enhanced website (68%), teaching resources (67%), doctoral mentoring (63%), collaboration tools (61%), career resources (60%), senior faculty needs (58%), and practitioner resources (56%).
- Highest “Extremely Interested” Ratings: Scholarships/research funding (27%), external relations

(21%), and junior faculty mentoring (21%).

In an open-ended question, we also asked the survey respondents: what strategic issues should occupy the OB division's time over the near term (1-3 years). The following is a summary of their responses.

### **1. Global Representation and Internationalization**

- Numerous comments emphasized the need to enhance the division's international reach, particularly in underrepresented regions such as Asia-Pacific, ASEAN, and the Global South.
- Suggestions included regional chapters, scholarships for disadvantaged countries, and fostering international meet-ups to build global networks.
- The focus on inclusivity and representation in the division's programming highlights the importance of internationalizing its reach.

### **2. Building a Sense of Community**

- Many respondents highlighted the need for stronger connections within the division, particularly through micro-communities and regional networks.
- The division's large size was often cited as a barrier to fostering meaningful relationships and a sense of belonging, especially for junior members.
- Creating vibrant sub-communities and balancing global and local interactions were frequently mentioned strategies.

### **3. Artificial Intelligence (AI) and Emerging Technologies**

- Respondents frequently mentioned the need for OB research to address the challenges and opportunities presented by emerging technologies. The impact of AI and digital transformation on the workplace, OB research, and ethical concerns received significant attention.
- Key focus areas included AI's role in job roles, hybrid work models, human-AI collaboration, and ethical issues like data privacy and bias.
- Respondents frequently mentioned the need for OB research to address the challenges and opportunities presented by emerging technologies.

We also asked respondents to identify ways the OB division could serve members better, either by providing new services or by improving the ones it currently provides.

### **1. Mentorship and Networking Opportunities**

- Many respondents emphasized the need for formal and informal mentorship programs tailored to different career stages (e.g., junior, senior, and mid-career academics).
- Facilitating networking opportunities, especially for international members and smaller, focused groups within the division, was frequently mentioned.
- Respondents expressed interest in mentorship circles, one-on-one mentor-mentee events, and creating connections with professionals outside of academia.

### **2. Community Building and Sub-Divisions**

- A recurring theme was the division's size, which often felt overwhelming and impersonal to members.
- Suggestions included forming smaller, regional, or topic-focused sub-communities or "mini-divisions" to foster a sense of belonging.
- Calls for more localized connections, both virtually and in person, highlight the desire to create more intimate and approachable environments.

### **3. International and Regional Representation**

- Members advocated for expanding the division's reach beyond the U.S., particularly in

- developing countries and underrepresented regions like Asia-Pacific and the Global South.
- Suggestions included hosting regional conferences, providing more accessible resources, and creating overseas chapters to support international members.

#### 4. Professional Development and Resources

- Respondents called for more professional development workshops, especially on research methods, teaching, and career mentoring.
- There were frequent mentions of the need for resources tailored to different career stages and contexts (e.g., teaching resources, training activities, and industry connections).
- Several respondents highlighted the value of online events, webinars, and more accessible digital resources for members worldwide.

In another open-ended question, we asked respondents: what are the OB division's strengths, weaknesses, opportunities, and threats? The top themes from the SWOT analysis based on frequency are:

#### Strengths:

1. **Large and Diverse Membership.** The size and diversity of the membership provide a wide range of perspectives, skills, and expertise. The division's reputation and network of scholars are seen as valuable for professional development and collaboration.
2. **Research Excellence.** High-quality research and programming are consistently highlighted as key strengths. The division is recognized for its scholarly contributions and commitment to advancing the field.

#### Weaknesses:

1. **Overwhelming Size and Lack of Community.** The large size of the division makes it feel impersonal and intimidating, leading to a lack of a strong sense of belonging. Many respondents noted the difficulty in building connections and navigating the division's activities due to its breadth.
2. **Limited Year-Round Engagement.** Engagement outside the annual meeting is perceived as minimal, especially for international members and those in early career stages. There are concerns about a lack of mentorship and consistent communication throughout the year.

#### Opportunities:

1. **Global Representation and Inclusion.** Expanding international presence and representation, particularly in underrepresented regions like Asia-Pacific and developing countries, is viewed as a major opportunity. Leveraging global interest in OB research and building regional chapters or communities are seen as ways to grow the division's reach and impact.
2. **Enhanced Networking and Collaboration.** Developing smaller sub-communities or focused interest groups within the division could foster stronger connections. Opportunities for interdisciplinary work, collaboration across divisions, and engagement with practitioners were also frequently mentioned.

#### Threats:

1. **Risk of Disconnection Among Members.** The division's large size and focus on specific groups (e.g., R1 scholars) could alienate other members, such as those from smaller institutions or early-career researchers. Perceived cliques and exclusivity could reduce engagement and sense of belonging.
2. **Relevance in a Changing Landscape.** Rapid changes in workplace dynamics, competition from other divisions, and the need to address emerging issues like AI and sustainability are seen as challenges to remaining impactful and relevant.

We also asked: what do other divisions/interest groups do well that we should consider doing ourselves?

1. **Smaller and More Intimate Networking Opportunities.** Many respondents admire smaller divisions or interest groups for their ability to create stronger community connections and a sense of belonging. Examples include retreats, informal gatherings, smaller group socials, and niche communities within the divisions.
2. **Mentoring and Professional Development Programs.** Other divisions, such as HR, are recognized for strong mentorship programs, particularly for junior faculty and doctoral students. Programs like ‘mentor-mentee’ connections and paper development workshops (e.g., from the Career division) are highlighted as successful.
3. **Year-Round Activities and Online Engagement.** Divisions like Research Methods are noted for their consistent virtual engagement through webinars, online workshops, and year-round programming. Suggestions include adopting similar practices to maintain engagement outside of the annual meeting.
4. **Inclusive and Collaborative Atmosphere.** Divisions with a more collaborative and inclusive culture (e.g., MOC and Management Consulting) are praised for fostering camaraderie and openness. Respondents suggest OB could do more to ensure members feel included and supported, particularly across career stages and geographical regions.

We also asked: outside of the Annual Meeting, what type of resources and programming would be valuable to you?

#### 1. Access to Teaching and Research Resources

- Requests for an archive of teaching materials, measurement scales, and research resources.
- Interest in case studies, OB simulations, and other classroom tools that can be centrally accessed.
- Desire for methodological development courses and funding opportunities.

#### 2. Virtual Programming and Webinars

- Strong demand for webinars, online workshops, and virtual discussion panels on current OB topics, teaching, and research.
- Specific interest in flexible online events tailored for international and diverse time zones.

#### 3. Mentoring and Networking Opportunities

- Calls for mentorship programs for junior faculty and PhD students, including opportunities for virtual coaching and collaboration.
- Suggestions for regional or smaller, localized meetups to foster meaningful connections.

#### 4. Paper Development Workshops and Collaboration

- Interest in virtual and in-person paper development sessions.
- Requests for platforms to connect researchers for AOM symposia and collaborative writing projects.
- Suggestions include using the website to facilitate research collaborations and provide volunteer opportunities.

We also asked: what actions can the OB division take to strengthen your sense of belongingness within our community?

#### 1. Smaller Subcommunities and Regional Groups

- Forming smaller, interest-based, or geographic subcommunities for members to connect meaningfully.

- Organizing events outside the U.S. or virtual regional meet-ups to include international scholars.

## 2. Mentorship and Volunteer Opportunities

- Offering more formal mentorship programs tailored to PhD students, junior faculty, and mid-career academics.
- Expanding volunteer opportunities and providing clear guidance for members to contribute meaningfully.

## 3. Year-Round Virtual Engagement

- Hosting virtual events, webinars, and discussions on specific research interests or emerging topics throughout the year.
- Using online platforms to connect members across time zones for continuous engagement.

## 4. Inclusivity and Recognition

- Recognizing contributions from diverse institutions and mid-career scholars.
- Addressing concerns about inclusivity, especially for underrepresented groups and members from outside the U.S.

## 5. Enhanced Networking Opportunities

- Creating informal spaces for networking at the annual meeting and beyond, such as breakout groups or smaller social events.
- Encouraging personal connections through "hosts" or navigators for newcomers at large events.

### \*\*\*\*\*STAKEHOLDER INTERVIEWS 2023\*\*\*\*\*

To understand how we could continuously serve our members, we conducted an organizational assessment in 2023, analyzed themes, and surfaced opportunities for major member stakeholder groups (we also include a summary of responses from the 2024 survey from the same groups in the second column for comparison purposes).

Stakeholder Group	2023 Interview Themes	2024 Open-Ended Survey Themes
Doctoral Students <i>(pre/early/mid)</i>	Clarify programming sequence and priorities, and enhance the sense of belonging through convener events.	Host periodic webinars introducing leadership and resources. Develop recorded tutorials and guides for navigating the division's resources. Use online platforms to connect members globally and provide virtual classrooms for research and teaching skills development.
Doctoral Students <i>(late + post-docs)</i>	Clarify programming sequence and priorities, provide off-cycle job prep before AOM, expand "Welcome-a-Member" for non-new members, and offer resources for job market packets.	Create smaller, focused sub-communities based on geography, research interests, or career stage. Provide hybrid and asynchronous programming (e.g., webinars, virtual mentorship circles). Offer workshops on methodologies, publication tips, and cross-disciplinary research.

<b>Junior Faculty</b>	Increase awareness of involvement opportunities, address the demand for roles and content on reviewing skills and R&R process, and diversify content beyond North American and "A-journal-centric" focus.	Acknowledge the challenges of being a large division and mitigate them with better communication. Create smaller, interest-based subcommunities within the division. Offer workshops and networking opportunities to help members navigate academic and career paths.
<b>Mid-career Faculty</b>	Provide guidance on career progression and mentoring, offer content on boundaries, strategic service, and off-cycle engagement.	Develop online/Zoom year-round PDWs to support ongoing professional development. Craft more mid-career and senior faculty programming.
<b>Senior Faculty</b>	Support career transitions with coaching groups and PDWs on strategic service, facilitate "lower stakes" conveners like panels and caucuses.	Develop online/Zoom year-round PDWs to support ongoing professional development. Organize regional meet-ups, conferences, and events to increase global inclusion and connection for members.
<b>Teaching-oriented Faculty</b>	Integrate teaching content with regular programming to reduce siloes and co-develop teaching-related PDWs.	Offer more virtual and in-person workshops focusing on methodological development, scholar-practitioner integration, and addressing emerging challenges like AI's impact on employment.
<b>Emeriti Faculty</b>	Organize convening events and off-cycle activities, and simplify engagement with AOM Central technology.	Develop mentorship programs that connect early-career researchers with experienced scholars, offer platforms for retired faculty to share their expertise, and focus on career-spanning discussions like adapting to industry changes and pedagogical innovations.
<b>Executives/ Practitioners</b>	Provide journal access and emails, and offer "low stakes" events and resources.	Use technology to connect members globally and create equitable opportunities for involvement, regardless of geographic or institutional affiliation. Offer online events on emerging topics like AI.
<b>International Members</b>	Improve milestone routing and timezone accommodation, engage students through OBDC and doctoral programming, and foster cross-cultural ties.	Increase virtual engagement; create regional chapters and committees in underrepresented areas to foster local connections and provide ongoing support through region-specific virtual events like webinars, workshops, and networking meetups.
<b>PhD Project Members</b>	Increase integration points and off-cycle content, and address prohibitive scheduling during AOM's first days.	Break down the size and complexity of the OB division by creating smaller, focused subgroups based on shared interests, career stages, or geographic locations to increase member engagement and connection.

### APPENDIX 3: AUDIT ON ANNUAL HEALTH AND GOVERNANCE CHECKLIST

#### 1. Governance and Organizing Activities

Criteria	Yes	Yes, but needs improvement	No	Is the activity or process aligned with AOM policies?
1. The DIG's Executive Committee, and subcommittee structure, enable and support the DIG's goals.	X			X
2. The roles of officers and committees are codified and support transitions in leadership and committee membership. The roles are reviewed annually and updated or revised as needed.	X			X
3. The DIG has established a climate of trust and respect among the officers and subcommittees	X			X
4. The DIG's bylaws are up to date and periodically reviewed and revised if necessary.	X			X
5. The DIG has reviewed membership data as well as conference submission and program-related data to understand if the program's activities and scholarly content align with the DIG's goals. Does the data support growth in the DIG domain?	X			X
6. The DIG is collaborating with other DIGs on program initiatives.	X			X
7. The DIG is considering external collaborations to serve members. For instance, OMT collaborates with EGOS; other DIGs have solicited sponsorship (within AOM policies).		X		X

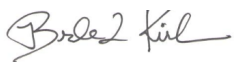
#### 2. Policies & Processes

Criteria	Yes	Yes, but needs improvement	No	Is the activity or process aligned with AOM policies?
1. The DIG provides opportunities for volunteer and leadership opportunities, including underrepresented groups.	X			X
2. The DIG has a fair and open process for nominations and elections.	X			X

3. The DIG has established well publicized recognition programs (for scholarly contributions, service, teaching, etc.) and the criteria for awards are transparent.	X			X
4. The DIG maintains a robust communication plan using Connect@AOM and an up-to-date website.	X			X
5. The DIG follows the AOM's financial policies and operates in the black.	X			X
6. The DIG is conforming to all official AOM policies as detailed in the DIG Chair's guidebook.	X			X
7. The DIG has developed strategic goals for the short term (2-3 years), including innovations to serve the membership	X			X
8. Have you conducted a survey of your members in the last year? If so, please provide a link to the survey.  If you have not conducted a survey, are you planning to collect data or survey your members and if so, when?	X	<a href="https://www.surveymonkey.com/r/TB8BWFH">https://www.surveymonkey.com/r/TB8BWFH</a>		X
9. The DIG's activities to date align with the DIG's strategic goals and timeline.	X			X
10. The DIG has developed a process for tracking progress and refreshing or revising the strategic agenda.		X		X
11. The DIG has developed a process to ensure ownership and management of the strategic agenda as the leadership team (and volunteers) transition roles.		X		X
12. The DIG has developed a plan for communicating the strategic agenda (including progress and updates) to its membership and the plan includes Connect@AOM as one tool.		X		X
13. Items 1-12 align with, and support, the DIG's strategic goals.	X			n/a

**APPENDIX 4: SIGNATURES OF OB DIVISION EXECUTIVE COMMITTEE  
CONTRIBUTORS ENDORSING THIS REPORT**

*Elected OB Division Representatives*



Brad Kirkman, Division Chair



Gilad Chen, Division Chair-Elect

Keith Leavitt

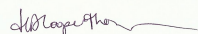
Keith Leavitt, Program Chair




Marie Mitchell, Program Chair-Elect

Elizabeth George

Elizabeth George, Past Division Chair



Helena Cooper Thomas, Representative-at-Large



Sreedhari Desai, Representative-at-Large

Margaret M. Luciano

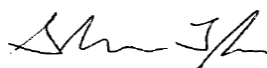
Margaret Luciano, Representative-at-Large



Jia (Jasmine) Hu, Representative-at-Large

Fadel Matta

Fadel Matta, Representative-at-Large



Shannon Taylor, Representative-at-Large

Marjo-Riitta Diehl

Marjo-Riitta (Maikki) Diehl, Representative-at-Large

Andreas Richter

Andreas Richter, Representative-at-Large



Kira Schabram, Representative-at-Large

***Appointed OB Division Representatives***



Laura Erskine, Event Planner



Minna Paunova, Global Committee Chair



Anna Lennard, Making Connections Committee Chair



Elizabeth (Beth) Campbell, Chief Operating Officer



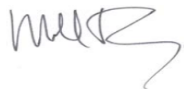
Michael Johnson, Chief Technology Officer



Harry Wang, Communications Officer




David Wagner, Treasurer



Mel Fugate, Program Developer Director



Eean Crawford, Program Developer Specialist



Lance Frazier, Program Developer Specialist