Practitioner Perspectives

*Academy of Management Perspectives* (AMP) publishes rigorous academic studies that are of relevance to important issues of managerial practice and policy. That sounds fine and dandy and all. But as decades of striving to matter to managers has shown us, a great many of those who can conduct rigorous academic studies are not well-versed in what matters to managers. To better understand what matters in the “real world” so that we can make our rigorous studies more relevant, academics must engage more with practitioners.

Practitioner Perspectives is a new format at AMP that draws on practical experience to bring attention to specific areas of managerial practice and policy that warrant additional rigorous scholarly analysis. These essays must be co-authored by a senior practitioner with extensive experience in business, government, or non-governmental organizations, and a scholar with significant expertise in the focal area of the essay.

Intended co-authors are strongly encouraged to submit a proposal before writing a Practitioner Perspectives essay. Proposals should be around 500 words and must specify the practitioner and academic co-authors, describe their relevant qualifications, overview the intended topic area, and estimate the date of submission of the full essay. Proposals must be emailed directly to Mike Barnett (AMP editor) at mbarnett@business.rutgers.edu. Please write “Practitioner Perspectives Proposal” in the subject line and attach the proposal as a Word document.

After reviewing the proposal, the editor will either encourage or discourage submission of a full essay, based upon the practical relevance and importance of the topic, as well as the relevant qualifications of the co-authors. Practitioner Perspectives may be as long as standard AMP articles (20 double-spaced pages), but their minimum length is 10 double-spaced pages. Full essays must be submitted through AMP’s online manuscript management system. Given the inability to mask the co-authors in this format, Practitioner Perspectives are single-blind peer reviewed. Note that editorial encouragement of a proposal has no bearing on the peer review process for the full essay, but it does greatly reduce the likelihood of desk rejection.

There is no required format for the full essay, but the following structure or something similar is recommended.

**Abstract and title.** AMP papers must have an engaging but accurate title and a concise abstract of no more than 200 words that provides potential readers with enough, but only just enough, information to quickly and accurately determine if the article is relevant to them. For this type of essay, the abstract should succinctly state (a) the important managerial issue motivating the essay, (b) the relevant qualifications of the co-authors to inform this issue, (c) what is known about this issue, practically and academically, and (d) aspects of this issue that require further study.

**Introduction.** The content of an introduction overlaps with that of an abstract, but the introduction adds detail. Nevertheless, as with all aspects of an AMP paper, it should be concise. View it as a sort of executive summary. Open with a paragraph or two that draws the reader in,
then briefly overview the paper’s structure. Limit the introduction to one or two double-spaced pages.

**Issue description.** AMP is not interested in theoretical issues. Instead, AMP seeks insights on real-world issues that matter to managerial practice and policy. Clearly articulate the focal managerial issue and make a convincing case for its importance. In addition to scholarly literature, authors may refer to practitioner and government reports, as well as credible media accounts, to validate the importance of the issue. This section should fill two or three double-spaced pages.

**Practical insights.** Here, the practitioner co-author takes the lead, overviewing their relevant background and describing their experiences dealing with key aspects of the focal issue. The practitioner should be as specific, honest, and open as possible about their experiences. Readers will benefit from understanding their struggles and not just their successes with this important managerial issue. Overall, this section should provide a clear picture of how the issue is framed and understood in practice.

**Scholarly insights.** The scholar co-author takes the lead on this section and details how the focal managerial issue has been addressed in the academic literature. Strive to explain the scholarly evidence to date in an accessible way. Detailed and specialized data/information can be placed in a supplement if needed. Overall, this section must provide a clear picture of how this issue is framed and understood academically.

**Research roadmap.** The purpose of these essays is to improve the relevance of management research by highlighting the unresolved issues that are of importance to managerial practice and policy. Thus, this is the most critical section of the essay. Assess how well extant research frames and informs the issue and clarify gaps that remain. Identify specific research questions, settings, and methods that should be undertaken to fill these gaps. Charts and figures are encouraged, where they ease and further understanding.

**Conclusion.** In one or two paragraphs, restate what the essay has done and remind readers why it matters. Do not simply restate the abstract. Conclude on a high note, perhaps with a call to action.