

To: Jacqueline Coyle-Shapiro
Chair, Organizational Behavior (OB)

From: Quinetta Roberson, Villanova University
Chair, Division and Interest Group Relations (DIGR) Committee

CC: DIGR Committee Members
Maureen Ambrose, University of Central Florida, Chair-elect
Wendy Boswell, Texas A&M University
Kyle Lewis, University of California – Santa Barbara
Hetty van Emmerik, Maastricht University

Re: Feedback on OB's 5-year Report

Congratulations! On behalf of the Academy of Management Board, I am happy to report that the Organizational Behavior (OB) Division has been renewed for another five years. We know that your leadership team worked hard over the last year to produce this report; and, we appreciate the time and energy you and your team invested.

After reviewing your report and the accompanying data, the DIGR committee members identified strengths and concerns going forward, and assessed the efforts underway to lessen any concerns, all of which are summarized below. In addition, we offer recommendations for building on the strengths of the OB Division and continuing to provide valuable services to your members. Please recall that an important element of the review process is for division leaders to share the report and review results in an open letter to their membership, via the website or e-mail. In addition, a representative from the DIGR Committee and/or the Board of Governors would appreciate the opportunity to meet with your leadership team at the August meeting to recognize this accomplishment, answer any questions, and discuss any concerns.

We value the activities and services the OB Division provides for the Academy of Management and its members, and look forward to your continued work.

Strengths

- Financial position of the division driven by external funds for awards and activities and increasing contributions and endowments in the past two years
- Steady division membership with increase in international members (as compared to AOM and other division trends)
- Division memory facilitated by the documentation of practices, policies and officer responsibilities that is annually updated and transferred to new leaders
- Member identification, as approximately 50% of survey respondents consider OB to be their primary division/interest group and increasing trends in identification with the division's mission and its activities
- Increases in PDW submissions and acceptances over the past four years

Concerns

- Limited sense of community given division size and opportunities for members to make connections in the division
- Waning member satisfaction with, and engagement in, the scholarly program as suggested by declines in paper submissions and reviewer participation as well as percentage of members who have never volunteered in some capacity
- Member satisfaction with the responsiveness of leadership, which has decreased since the last division review
- Perceived need and interest of members for the division to have a greater focus on real-world problems and practitioners issues

Lessening these concerns are the following:

- Progress on goals and improvement themes identified in the last division review – specifically, the implementation of several successful programs and initiatives
- Addition of two Representative-at-Large positions to reduce executive committee workload yet provide more “bandwidth” to lead new initiatives and projects
- Proactive approach to expanding volunteer opportunities, including appointment of an “Involvement Coordinator”
- Attention to increasing student connections and involvement through volunteer opportunities and the election of a student representative to the executive committee

Recommendations

- Given the ambitiousness of the priorities listed for 2015-2019, division leadership should work to develop specific action plans and initiatives (with metrics) to facilitate progress on these goals and demonstrate responsiveness to member concerns.
- Explore opportunities to develop micro-communities via small conferences or meetings (which could be in-partnership with AOM) or groups organized around research topics/themes
- Clearly define the roles, responsibilities and reporting structures for the International Committee (and Chair), “Involvement Coordinator” and student representative to meaningfully expand the executive committee
- Explore a range of conference program enhancements, including: building links between the PDW and scholarly programs to strengthen their value and highlight links between research and practice; creating additional, innovative opportunities for members to “gain and share information relevant to research” (e.g., meet-the-scholars) given that this is their primary reason for belonging to the OB division; and providing reviewer guidelines, web-training or other forms of support to enhance reviewer participation and review quality