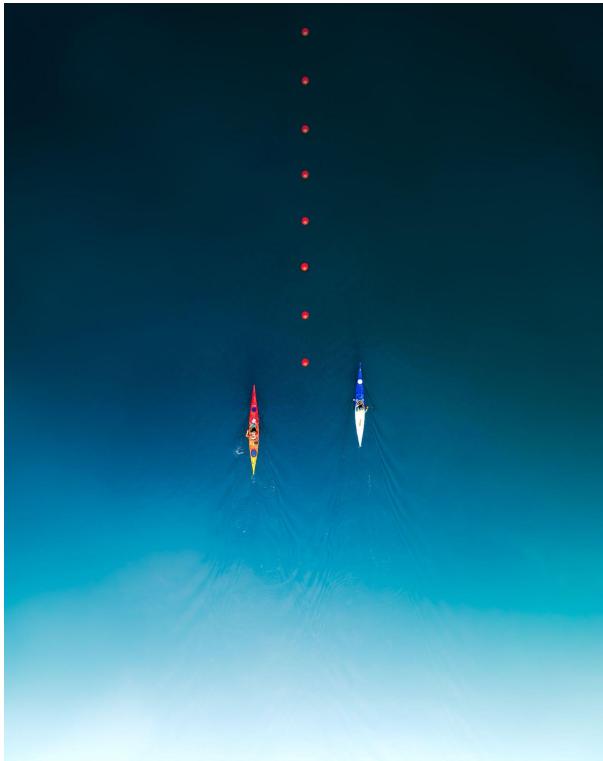


September - October

NEWSLETTER 2021 ISSUE NO.5



(Photo by Matheo JBT on Unsplash)

Welcome to the CAR Newsletter.

This edition finds our faculty as proliferate and impressive as ever with honors and awards, new publications, conference presentations, and media appearances to show. This issue also details helpful reflections on how to pursue business research that is both rigorous and relevant. Enjoy!

AWARDS & HONORS

Clark Johnson's paper, coauthored with Brittney Bauer (Loyola University New Orleans), was awarded best paper at the Academy of International Business - US Southeast conference, which was held virtually in October. The paper is titled, "When Social Distancing Seems Too Close: The Role of Construals and Culture".

Cole Short's paper proposal, titled "Determinants of Anticipatory Impression Management" and co-authored by Yi Shi Zhou (Beijing Yizhuang Investment Holdings), was nominated for the Overall Best Conference Paper Prize at the 41st Annual Strategic Management Society Conference in September.

EDITORIAL BOARD APPOINTMENT

Gary Mangiofico was appointed as an Associate Editor for the *Organization Development Review* journal. The journal serves as a valuable resource for any organizational development professional and provides industry trends and insights.

Cristel Russell was appointed to the Editorial Review Board of the *Journal of Consumer Research*, a multi-disciplinary journal and publishes empirical, theoretical, and methodological papers of the highest quality on topics in consumer research.

RECENT PUBLICATIONS

Cristina Gibson and her co-authors Charles George (University of Western Australia) and

Jennifer Barbour (SalesForce) published an article examining the keys to success for shared leadership in remote work. Examining a large sample of aerospace design teams working on a global collaboration, the authors uncovered the importance of cultural values and flexible work arrangements for shared leadership. Particularly when team members hold traditionalistic values, virtuality (i.e., the use of remote work arrangements) facilitates the effectiveness of shared leadership.

George, C., Gibson, C.B., and Barbour, J. (2021). Shared leadership and team effectiveness: Does traditionalism and virtuality matter? *Journal of International Management*.

Clark Johnson's paper on inadvertent plagiarism in marketing, coauthored with Brittney Bauer (Loyola University New Orleans), was accepted for publication in *Journal of Advertising*. This paper introduces the concept of cryptomnesia to advertising, explores cultural distance as a previously untested antecedent, and examines the effect of cryptomnesia on consumer evaluations.

Bauer, B.C., & Johnson, C.D. (Forthcoming). I thought my idea to use your idea was a great idea: Inadvertent plagiarism in marketing. *Journal of Advertising*.

Zhike Lei and co-authors Brooks Holtom (Georgetown University), Cody Reeves (Brigham Young University) and Tiffany Darabi (Cornell University) published an article reassessing talent-retention strategies. As an extraordinary wave of resignations sweeps the business world, the authors suggest a targeted approach to focusing on so-called "enthusiastic stayers," employees who would not just stay but be enthusiastic about doing so.

Holtom, B., Lei, Z., Reeves, C. and Darabi, T. (2021). Are you trying to retain the right employees? *Harvard Business Review* (online, Oct 21, 2021)

Gary Mangiofico and **Teri Tompkins** published a paper on workplace incivility. The paper applies complexity theory to develop a new model explaining how incivility spirals into disruptive patterns. The new model guides the practitioner and concerned managers into a dialogical process to make sense of the emerging patterns which are likely to cause bifurcation in the relational process, if not interrupted.

Mangiofico, G.L. & Tompkins, T.C. (2021). A framework for disrupting incivility in the workplace. *Organization Development Journal*, 39 (4), 79-90.

Cristel Russel, Doreen Shanahan, and Ana Babić Rosario (University of Denver) adopted a mixed method approach integrating, netnography, interviews, cross-sectional surveys to study social support in virtual support communities. The authors find that positive group perceptions can generate the social empathy that ensures the group's informational value is helpful to members' goals; however, negative group perceptions create social pressure that can be helpful to relational and engagement outcomes if it increases social empathy but can also be detrimental if it turns into angst.

Babić Rosario, A., Russel, C. A., & Shanahan, D. E. (2022)*. Paradoxes of social support in virtual support communities: A mixed-method inquiry of the social dynamics in health and wellness Facebook groups. *Journal of Interactive Marketing* (forthcoming). *The authors are listed alphabetically to reflect equal contributions.

Dana Sumpter and coauthors Danna Greenberg (Babson College) and Sharon Kim (Amazon) published an article in *Academy of Management Perspectives*. The article examines the tension between construct convergence and construction evolution, to continue to build robust theory that remains connected to contemporary management practice. The authors rely on an example from an empirical study on work-family enrichment, along

with exemplars of other construct development paths, in their exploration and discussion.

Sumpter, D. M., Greenberg, D., & Kim, S. H. (2021). The dark side of construct convergence: Navigating consensus, evolution, and practical relevance in theory building. *Academy of Management Perspectives*, 35(3), 485-502.

Bobbi Thomason and co-authors Lindsey Cameron (Wharton Business School) and Vanessa Conzon (Boston College) have a forthcoming paper in the *Journal of Applied Psychology*. They argue that during the pandemic, gig workers are expected to show their devotion to work not only through their availability, but also through their willingness to take on physical risks. As such, gig workers face a tension between physical and economic risk and this paper explores the strategies with which workers attempt to protect both their earnings and their health.

Cameron, L, Thomason, B & Conzon, V. (2021). "Risky Business: Gig Workers and the Navigation of Ideal Worker Expectations During the COVID-19 Pandemic" *Journal of Applied Psychology*.



KEYNOTE & CONFERENCE PRESENTATIONS

Mark Allen delivered the keynote address "Should Engagement Be a Goal" at the Human Capital Institute's Engage and Develop Great People Managers Conference. The main point was that by focusing on engagement we lose sight of the real goals: productivity and retention. Engagement should be viewed as a means to an end, not as a goal in and of itself.

James DiLellio and Kristofer Gray (EDBA student) jointly presented research at the Academy of Financial Services annual meeting on September 21, 2021. The presentation was entitled "Optimizing Multi-Generational Value using Private Placement Life Insurance" and was based on a portion of Kristofer's dissertation.

Brandon Parsons and Shahdad Naghshpour (Alabama A&M University) presented a paper, titled "Panel Data Analysis on Income Tax and Gini Coefficient," at the International Atlantic Economics Society 2021 conference.

Doreen Shanahan, Cristel Russell, and Ana Babić Rosario (University of Denver) presented a paper, titled "Ambivalent Social Processes in Virtual Support Communities: A Mixed-Method Inquiry of Facebook Groups," at the Association for Consumer Research 2021 conference.

Cristel Russell and recent EDBA graduate George Dagliyan presented research based on his thesis at the Association for Consumer Research Conference. The title is "Ambivalence and Brand Trust in Consumer Adoption of Artificial Intelligence-Enabled Applications".

Cristel Russell and recent EDBA graduate Jolie Gutentag presented research based on her thesis

at the Association for Consumer Research

Conference. The title is "How to Encourage Sustainable Consumption? A Construal Level Approach to "Concretize" Sustainability with Circularity".

Cristel Russell and Anne Hamby (Boise State University) presented their ambivalence research at the Association for Consumer Research Conference. The presentation draws on a large research program consisting of 9 studies, including a biometric study using galvanic skin response, and two field studies conducted with specially made TikTok videos.

Cristel Russell organized and chaired a special session, titled "Like It and Not: Multi-Method Approaches to Understanding Ambivalence in Consumption," at the Association for Consumer Research Conference.

Cole Short, with co-author Yi Shi Zhou (Beijing Yizhuang Investment Holdings), presented their paper titled "Determinants of Anticipatory Impression Management" at the 41st Annual Strategic Management Society Conference.



RESEARCH IN THE MEDIA

Cristina Gibson presented her research on "Humanizing Technology: Developing Technology

Agility for Remote Work" at the Internet Marketing Association (IMA)'s IMPACT21 event. The IMA mission is to provide a knowledge-sharing platform for business professionals. Each year, the IMA reaches hundreds of thousands of practitioners, and holds the record for the largest online conference in the world.

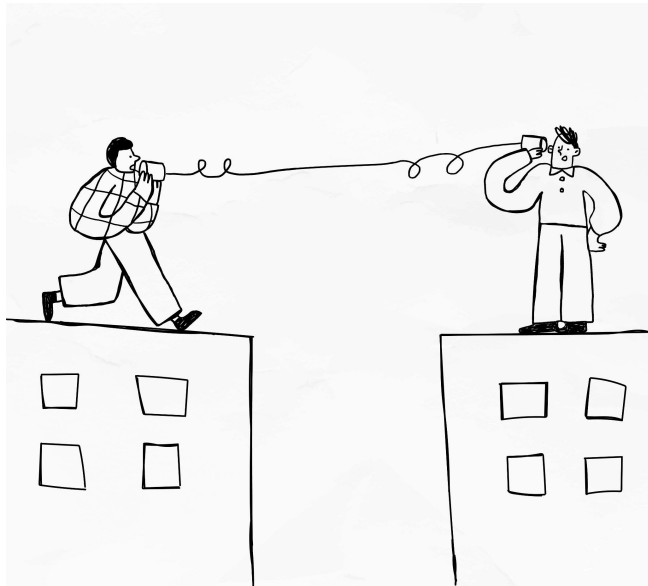
Cristina Gibson's research on the means of developing technology agility was the central subject of [a Forbes article](#). This research identifies the cues that it is time to shift technologies when working remotely. The ability to do so, which she refers to as technology agility, predicts the effectiveness of global teams.

Nelson Granados published an [article](#) on Forbes about the Facebook PR crisis, and how it and other social media companies can stay out of trouble. The article also quoted **Cristel Russell** and **Doreen Shanahan**.

Wall Street Journal's in-depth feature [video series](#) incorporated **Cristel Russell's** research on product placement to describe how Apple places its own branded product in the Ted Lasso series, available through Apple TV. A good watch.

Dana Sumpter was invited to be interviewed during a live streamed [TED event](#) on LinkedIn, titled "Redefining Productivity: Juggling Work and Parenting". Dana drew from her research on working mothers and caregivers during the pandemic in providing actionable suggestions and best practices for an international audience.

Bobbi Thomason was interviewed for two articles in Business Insider. The [first](#) covered how individuals can incorporate feedback and the [second](#) explored how to manage bosses who overshare on social media.



THIS MONTH'S INSIDER

RESEARCH TIPS

Integrating Rigor and Relevance

By **Bobbi Thomason**

One of the great opportunities we have as business scholars is to do research that is both rigorous and relevant. Rigor implies going beyond description to create scientific theories, while relevance is about exploring topics and insights that matter to and impact organizations and managers. Research that is both rigorous and relevant not only broadens the perspectives of other scholars, but also touches the lives of executives, managers and employees, which can be beneficial to more stakeholders.

The following are three ways that I seek to achieve rigor and relevance in my research:

1. Search broadly. The intersection of rigor and relevance comes from disparate ideas, questions and phenomenon meetings. Keeping abreast of academic journals is certainly necessary for rigorous and relevant research – but it is not sufficient. The combination of rigor requires connecting that literature to the world outside. Where are there phenomena that theories have not considered? Or phenomena that go against what the literature would predict? Moreover, practitioner articles, newspapers and magazines offer opportunities to explore new ideas or opinions while connecting them to scholarly research. For example, I love reading Robert Sutton's evidence-based books as they inspire me with examples I use in the classroom and an overview of academic research in a fun-to-read way. I also always enjoy listening to interviews with Adam Grant on his Work-Life podcast and Modupe Akinola on the TED business podcast, where they not only explore topics from their own research, but bring scholars and executives into conversation with one another. That rigorous research can appear in forums focused on relevance is not only an aspirational outlet for our work – but one of my favorite ways to keep up with the scholarly literature in a fun and easy format.

2. Find a topic you care about. The academic publishing process can be long, and even when it's relatively short, it's arduous. The topic, phenomenon, or interest thus needs to be something that feels important and meaningful to you or to a cause or group that is meaningful to you. That bigger meaning helps get through the grilling publishing process.. One way to find topics we care about is to explore experiences that have touched us personally, known as personally relevant research, which is defined as "any research agenda in which scholars are personally invested, or studying a population for which they hold a personal interest ([Jones & Bartunek, 2021](#))."

For example, recently, I published a paper in *Organization Science* about how women's experience of combining work and family is a function of the interaction between them and a wider array of people– parents, friends, in-laws

and children – who do or do not offer emotional or logistical support. Not only did my personal experience as a new mother in the midst of a divorce make me see patterns in my data that I hadn't noticed earlier in the research process as a single, doctoral student, but it also motivated me to believe that understanding work-family strategies was critical for women's objective career success.

3. Write in multiple outlets. There are different messages that can be delivered in various outlets. You don't have to make all of your points in just one paper, or one kind of outlet. While academic journals offer opportunities for theory development, practitioner outlets offer opportunities to explore new ideas or opinions while connecting them to scholarly research. For example, after my coauthors and I published a paper in *Organization Science* that made a theoretical contribution to the negotiation literature, we wrote an article in *Harvard Business Review* about how local men in global employment markets – for example, Emirate men in the United Arab Emirates – hesitate to negotiate, not only women, as the oft-cited quip 'women don't ask' says. While, rigor is "front burner" on the *Organization Science* article, relevance is "front burner" on the *Harvard Business Review*. Practitioner-oriented writing can even be an opportunity to explore ideas that are then explored in peer-reviewed empirical or theoretical projects.

Research that is both rigorous and relevant not only yields new ideas, but also ideas that have impact. To me, that's one of the most exciting parts of being a business academic.



UPCOMING
HOT TOPICS

CALL FOR ACTIONS

As we are making major strides in providing profound new insights and transforming cutting-edge research into real world Impact, the Center is inviting you to:

- Continuously support PGBS research activities;
- Give the CAR initiatives a good try;
- Share and celebrate PGBS research news;
- Have an idea or a proposal - we want to hear from you!

ACKNOWLEDGMENTS

The Center acknowledges the valuable support of PGBS faculty, Jacqueline Weissman and Tyler Lombardi from Marketing and Debra Martin from Alumni Engagement. Images from Freepik.com.

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