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Bridging Members—Making Connections

Mentoring Changes Lives

Anne Wood, Academy of Management, Member Services Team

From its very beginnings, the Academy of Management has been a volunteer-driven society. The Academy’s long history of volunteerism has helped to position it as a global leader in the advancement of management. We value every volunteer member who gives of his or her abilities and time to make a huge impact on the profession, as well as setting a great example for our newest members.

One of our most successful volunteer-driven efforts is our Adopt-a-Member Program, sponsored by the Membership Committee. This onsite Annual Meeting initiative extends a warm welcome to all new members and first-time attendees by pairing them with experienced members to help answer questions about the meeting, offer guidance in organizing their visit, introduce them to fellow colleagues at the meeting, and help to create an enriching and lasting experience. Many divisions and interest groups have their own welcoming activities to acclimate new members to their own events. Be sure to search the online program to find out if your division or interest group is hosting a welcoming event.

Prior to the Annual Meeting, there is enormous value in welcoming new members to the broader Academy community by offering the opportunity to connect with alumni members, to get advice on planning their agendas, and to provide information on how best to begin building connections with their divisions and other Academy social networks.

If you are planning to join us in Philadelphia this year, please consider being a mentor to help make that difference in the life of a new member. If you’re a new AOM member, feel free to sign up as a mentee to learn about your division, how to make the best use of your time at the meeting, and to gain great navigation tips to simplify your day. The Adopt-a-Member Program is a wonderful opportunity to delve deeply into all that the conference has to offer, and an avenue to begin extracting value for your work and career!

Hear from past mentors and mentees about the program on our Web site.

Interested? Sign up here. Volunteers are the true voices of inspiration and stewardship for the Academy, and we look forward to seeing all of you in August!

If you have additional questions about the program, please contact Anne Wood on our Member Services team.

“Not everything that counts can be counted. And not everything that can be counted, counts.”

—Albert Einstein
Then & Now

Management Then and Now:
Connecting members through the historical evolution of managerial thought and action

Ronald F. Piccolo, Rollins College
Robert C. Ford, University of Central Florida

Over the years, the management field has had many important contributors to theory development and the practical applications of its major ideas. A benefit that comes from being a relatively young academic discipline is that management still has access to many of the pioneers responsible for crafting its foundational works, creating its history, and leading its theoretical evolution. Since many of management’s legendary thinkers are still active and/or emeriti members of the Academy of Management, the opportunity to listen to them and learn how they developed their ideas and tested their theories is one that few other fields have. Taking advantage of this benefit of a young discipline is the reason for the “Then and Now” series.

The series is a unique, interactive session designed to seek out and spotlight the pioneers in management thought by giving them an opportunity to present the history behind their important contributions. The presentations allow these legends to interact directly with today’s emerging scholars to show them how theory and great ideas are created. These pioneers in management are the “Then” part of the program. They share their stories of how their early work evolved, including descriptions of why they got interested in a particular line of inquiry and the obstacles encountered along the way as their ideas developed into now classic contributions to management. This discussion is then complemented by explanations of how the original research evolved into the ways it is being extended “Now” by young, aspiring scholars. The sessions afford participants the opportunity to share ideas with both the pioneers and the current scholars about how management knowledge evolves. Questions and answers from attendees have added to a lively and informative discussion.

The 2011 Then and Now session focused on the origins of Goal-Setting Theory, how it evolved over the years, and how session inconsistencies in early studies were addressed and resolved.

In 2012, the focus was on the history and evolution of Expectancy Theory, which suggests that a person will decide to behave in certain ways based on the expected result. Expectancy Theory was applied to understand why job applicants exhibited faking behavior during personality assessment as an example of how this theory has been extended in innovative ways.

At the 2013 Annual Meeting, the History and Evolution of Leadership Research, with a special emphasis on the Classic Theories in Leadership, was presented.

This year, the program will feature Fred Luthans representing “Then,” with Dianne Welsh and Suzanne Peterson as “Now.” Fred will discuss his early work with OB Mod and its evolution into Positive Organizational Behavior. Dianne and Suzanne will discuss how their work has built upon this early work and where it is today.

The Management History Division has enthusiastically supported this series and hopes to continue it into the future. It has also sought out and obtained the joint sponsorship of other divisions in these “Then and Now” events to expand the awareness of the series. Everyone is invited to see Fred Luthans at this year’s Annual Meeting in Philadelphia, and to look for presentations of other pioneers at future Annual Meetings. We hope you will join us!

Session #1599
Tuesday, August 5, 9:45–11:15 am
Loews Philadelphia Hotel in Regency Ballroom C2
Sponsored by the MH, OB, and ENT Divisions.
In my Presidential Speech at the 2013 Academy of Management Meeting, I explained how “becoming ambicultural”—bridging dichotomies such as global and local, research and teaching—enables individuals, groups, organizations, and societies to integrate the best qualities of seemingly irreconcilable opposites. As the Academy membership grows more diverse, we can become a closer and stronger community by serving as ambicultural mentors, sharing knowledge and experience across generations, national borders, and professional fields.

No one creates, shapes, or builds knowledge alone, and indeed many teachers and colleagues influenced my perspectives as a researcher and professional. In particular I benefited from the experience and wisdom of two mentors on opposite sides of the world. My mentor in the East, with whom I studied the Chinese classics, was master teacher Aixinjueluo Yu-Yun (愛新覺羅毓鋆), the nephew of the “Last Emperor” of China. As a Chinese renaissance philosopher, Master Yu was not familiar with the term “management,” yet he taught me management of humanity. In the West, I was fortunate to be mentored by William H. Newman, sixth president of the Academy of Management, who started his business career as a protégé of James McKinsey before distinguished tenures at the Wharton School and Columbia Business School. Between these periods of profound guidance, I was aided immeasurably by faculty members at the University of Maryland during my graduate studies and then by senior colleagues at Columbia when I started my career. These were my ambicultural roots, and guided by a mission to “pass the baton” (傳承), I chose to honor my mentors by becoming a mentor myself.

Fostering junior scholars and educators has been central to my professional activities. Within the East-West context, for instance, a workshop with 26 up-and-coming scholars at the Academy’s 2006 Atlanta conference has since grown into the Chinese Management Scholars’ Community (CMSC). Now comprising more than 300 members, CMSC offers career development programs at annual Academy conferences, mentoring opportunities, and social support to Chinese (or Chinese-speaking) management scholars. Integrating East and West, academia and practice, CMSC is an open platform for two-directional ambicultural flow: its members, most of whom are based in North America and Europe, connect their professors and colleagues in the West with their home cultures and institutions in the East.

Programs such as this will be critical in helping the Academy—with its historically strong U.S. orientation—fulfill its global mission. As an outgoing Academy officer, I urge you to think about ways to transcend traditional boundaries in your research and teaching, as well as in your service to the international community. Increasingly, we should all look for new opportunities to create, shape, and build knowledge together—crossing borders to engage with different generations, cultures, and disciplines. Your dedication to becoming an ambicultural mentor will help bring the best of the world to the Academy, and the best of the Academy to the world.
Academy of Management Headquarters Celebrates 20th Year at Pace University, Lubin School of Business

Since 1994, the Academy’s International headquarters has been located on the Briarcliff Manor, NY (USA) campus of Pace University (Pace) in a mutually beneficial collaboration with the University and the Lubin School of Business (Lubin).

The Academy came to reside at Pace at the university’s invitation in 1994. In response to a competitive search for a host institution, Pace was selected by the Academy’s search committee from the field of potential candidates. Throughout this long relationship, the Academy has benefited from the administrative and infrastructure support provided to the headquarters operation by Pace. In turn, the Academy has also contributed to the scholarly objectives of Lubin, and Pace’s visibility in the academic community through various activities and its support of the Business Honors program and other student outreach endeavors. The mutual support that has arisen between the Academy and Lubin is an example of how preeminent scholarly associations and university business schools can collaborate in advancing their shared missions.

As the Academy approaches the twentieth year of collaboration on July 1, 2014, we look forward to an ongoing relationship with Pace University and the Lubin School of Business into the foreseeable future.

For over a century, the AACSB-accredited Lubin School of Business has been living and breathing business in the heart of the media, financial, and communications industry that is metropolitan New York City (USA). Learn more about globally recognized, U.S. ranked Lubin School of Business and Pace University.

Governance

Welcome New Board Members

2014 Board of Governors Elections Results Announced

The Academy of Management is pleased to welcome four new members to the Board of Governors for the 2014–2015 term:

Mary Ann Glynn, Vice President-Elect & Program Chair-Elect Boston College
Maureen Ambrose, Representative at Large (2014–2017) University of Central Florida
Peter A. Bamberger, Representative at Large (2014–2017) Tel Aviv University
Lynn Shore, Representative at Large (2014–2017) Colorado State University

Learn more about the new members of the Board of Governors on our Web site. Terms will begin at the close of the 2014 Annual Meeting of the Academy of Management (August 1–5, 2014, in Philadelphia, PA).
Member Spotlight

Read what past Mentor and Mentee participants have to say about the Annual Meeting onsite mentoring program:

Richard J. Butler, Mentor
SUNY Empire State College
Rochester, NY
Emeritus Member (Joined AOM 2000)

Helping others benefits the mentor as well as the mentee. But most of all, a smile of appreciation, a warm handshake, a follow-up email expressing appreciation—these are great rewards—to receive as well as to give. Knowing we’ve put a welcoming human face on the AOM; encouraged an uncertain colleague to participate in AOM; guided a future division leader or officer in finding effective answers to questions they have; helped a colleague make better use of the rich resources represented by our conferences; these are the true rewards of mentoring. Read more...

Kanti Mohan Saini, Mentee
Mohan Lai Sukhadiya University
Rajasthan, India
Student Member (Joined AOM 2012)

On learning about the Adopt-a-Member program I immediately signed up as a mentee. With patience, my mentor gave close attention to my questions and candidly answered them all. In no time I felt at ease. The whole experience with my mentor was insightful and amicable. This helped me comfortably navigate through the Annual Meeting program. I recommend first-time attendees to sign up for this valuable experience. Moreover, I also look forward to participating in the Adopt-A-Member program now as a mentor to help new first-time attendees! Read more...

Jennifer Leigh, Mentor
Nazareth College
Rochester, NY
Academic Member (Joined AOM 2000)

Being a mentor for AOM is like person-to-person intellectual diplomacy. I believe everyone should mentor at least once, but you’ll likely be hooked. By supporting colleagues new to the Academy, we can reflect on our relationship with AOM and support our strategic plan in tangible ways. Read more...

Elizabeth Luckman, Mentee
Washington University in St Louis
St. Louis, MO
Student Member (Joined AOM 2013)

As a first-year participant at last year’s Academy of Management conference, I found the Adopt-a-Member program to be a very helpful experience. My mentor was very kind and gracious with her time, helping me to navigate through the wide variety of activities that were available to us. The Adopt-a-Member program is a wonderful opportunity to dive deep into all that the conference has to offer and to have a way to begin to extract value for your work and career. Read more...

Fida Afiouni, Mentor
American University of Beirut
Beirut, Lebanon
Academic Member (Joined AOM 2009)

I was lucky enough to have been encouraged by a senior colleague to attend the AOM Annual Meeting in my early career. As a past mentee, I jumped at the occasion to be a mentor, and from that moment on it was not luck that was at play, but warm faces and open arms that made me experience firsthand, and for the first time, the true power of mentoring. Read more...

Richard Kaseroony, Mentor
Inver Hills Community College
Woodbury, MN
Academic Member (Joined AOM 2005)

Mentoring has been a rewarding experience for me during the last four years. I was rewarded by learning about my mentee’s culture, unique educational philosophy, approaches, methods, and theoretical background, which enriched my own academic life. I encourage everyone to become a mentor. Mentoring at the Academy is an excellent source of learning and networking. Read more...

Fida Afiouni, Mentor
American University of Beirut
Beirut, Lebanon
Academic Member (Joined AOM 2009)

I am a strong believer in the value of mentoring and do a lot of mentoring myself, so I jumped at the opportunity to participate in AOM’s mentoring program when I learned about it. I think it is a good way to get people new to AOM acclimated and feeling more comfortable about the community they are joining. I really appreciated the connection with someone outside my program that was willing to take the time to answer my questions and share her experience. I strongly recommend AOM’s onsite mentoring program. Read more...

Call for Mentors

Make a difference as a mentor by joining our Adopt-a-Member program! This Annual Meeting onsite program is designed to extend a warm welcome to our new members attending the conference for the first time. Contribute to a positive Annual Meeting experience for a first-time attendee by sharing your guidance, experience, and advice about organizing your time and planning a successful meeting agenda. It’s a small commitment of time with big impact for our newest members. Sign up here. Questions? Please contact Anne Wood, Member Services Manager.
Public & Nonprofit (PNP) Division:

Remembering Keith Provan

Kim Isett, Past PNP Chair

On Monday, August 4, the Public and Nonprofit Division of the Academy of Management will dedicate their Plenary session (4:45 p.m.—6:15 p.m.) to the scholarship and contributions of Keith Provan’s body of work. This session will focus on his broad contributions to management, public management, and healthcare management. His influence in scholarship is deep and affects how we think and question. We hope you will join us to celebrate Keith.

But this essay is not about his scholarship, it is about his mentorship. And I offer this perspective on behalf of his former students and those he mentored more informally. I will start with the latter. Upon Keith’s passing in February, I was flooded with emails and calls from colleagues and peers who would share with me how much he meant to them. The sentiment was typically something like: “He always took the time after panels to talk with me extensively about what I was working on or to help point me in a new direction,” or “Gosh, he asked hard, but great, questions—he’d really push me.” From experience, I know that if Keith engaged, he invested. He was provoked by ideas and would be happy to talk to you about theory and its implications with an endurance and stamina that was unparalleled.

As a former student, and as a part of his intellectual lineage, this investment was so much deeper. He didn’t have the scores of doctoral students that others do. He has a handful. And we are all deeply formed by his constant prodding and pushing. Folks think I am joking when I tell them Keith made me rewrite every chapter of my dissertation at least eight times. And 13 years later, I still see that this was so formative for me that I don’t know how to do it any other way. It could always be better. I could be better. And work was not done until it was tight, clean, and explicit. This was a standard he held himself to and expected nothing less than from his students. I am (we all are) grateful for that pushing, making us better than we thought we could be.

The AOM meetings were always a special time. It was a time when I knew I would see Keith and we could catch up, talk about work, family, and life. He would always spend a lot of time with me (still investing) despite the great numbers of requests he had for his time. He didn’t make it to the meeting last year because he needed another surgery—but there was the possibility and the optimism that he would be there next time. This year, for sure, will feel a little empty.

Who was Keith Provan? He was the quiet guy standing in the corner willing us—to be better, think deeper, and contribute profoundly. Thank you, Keith.

Research Methods (RM) Division:

Your Second Home

Michael C. Sturman, RM Division Chair

The Research Methods Division (RMD) has long seen itself as a “Service Division.” That is, we recognize that few management scholars see themselves primarily as studying research methods; however, nearly all scholars in some way use research methods to support their research. In this way, the points I want to make about RMD fit well with this issue’s theme of “Bridging Members—Making Connections.” Being part of the RMD is all about making connections. We strive to make these connections between members of all divisions and interest groups, between researchers with methodological questions and those with answers, between methodologists with micro-level and macro-level foci, and between qualitative and quantitative researchers. Being part of the RMD is not a statement about being a methodological expert; it says you want to do better research. For this purpose, we want to make the RMD as useful as possible, and to do this, we engage in several activities.

First, members of the RMD can participate in RMNET, our division listserv, which grants access to literally hundreds of methods experts who are willing to answer your questions about statistical analyses, qualitative analyses, research design, measurement, and any research methods–related question. You will be amazed how quickly and thoroughly questions are answered.

Second, with RMNET, you gain access to the RMNET Archives. The rich history of RMNET means there is an extensive archive of past discussions on a wide variety of methodological issues. The archives let you benefit from the years of knowledge that have accumulated from thousands of past questions and answers.

Third, the RMD proudly sponsors Organizational Research Methods, a journal devoted to the topic of research methods in organizational studies. The goal of the journal is to promote the understanding of current and new methodologies as they apply to organizational research, and members of RMD can subscribe to the journal at a discounted rate.

Most importantly, the RMD has a strong culture of helpfulness. You can see this in how quickly and thoroughly people respond to requests on RMNET, how willing people are to share advice, and how many experts volunteer for our “Ask the Experts” sessions at the Annual Meeting. We are a division that wants to help all of its members succeed, and I think you will be amazed at the wealth of knowledge people are eager to share.
Management Consulting (MC) Division:
Mentoring in the Management Consulting Division

Joanne Preston, MC Division Chair

When the Academy asked me to write a newsletter article for the June edition about Mentoring, I was very excited. Because of the nature and mission of the Management Consulting (MC) division, the concept of mentoring is built into our thinking and behavior, and has been since the division’s beginnings.

We mentor new and longtime colleagues in our division, potential consultants, entrepreneurs, business owners and students. We educate our members with new skills. And we celebrate the achievements of our longtime members, so that new members can learn from those experiences.

In preparation for this article, I assumed that there were many personal mentoring stories to be told, so I sent out a request for stories from our members to support my assumption and learn the scope of member involvement. In response, several members provided examples of their own activities or about someone in the division who mentored them. In fact, I had such an overwhelming response that there is not enough space in this article to adequately feature the many positive interactions among MC division members! As Chair, I am very proud to report these stories and examples of how our senior members of the Management Consulting division engage in mentoring. I invite you to read the full text of these stories by clicking here.

MC members also benefit from informal interactions in professional development settings. This past March, Terry Armstrong and David Jamieson gave a free webinar called “Mastering Consulting: Navigating Initial Pitfalls by Key Lessons Learned,” sponsored by the MC division and Joanne C. Preston & Associates. The highlights of this hour-long webinar were the question and answer sessions, in which the stories told were meaningful and helpful for the new consultant participants. We are planning additional future webinars on other consulting topics, including how to enter consulting and breaking into international consulting.

Finally, the annual “Members and Friends Dinner” is a foundational event that illustrates our division’s commitment to mentoring and which has made many of the previously described informal interactions possible.

The story of this event began with Bob Wright, one of the founders of the Management Consulting division. Bob was a great mentor, and I was lucky enough to experience this when I went to Pepperdine many years ago as Director of the MSOD program.

Bob helped me understand the culture and encouraged me to get involved in the Pepperdine community, as well as the MC division. I really appreciated his help and guidance during this brief period, and I know that many people in the division also have been blessed by Bob’s guidance.

Unfortunately, the year that I arrived at Pepperdine was also the year that Bob’s health deteriorated.

Because of Bob’s prolific mentoring activity and his many contributions, the division planned a dinner to honor him at the 1995 Vancouver meeting. Bob was too ill to attend, so David Jamieson went to Bob’s home and videotaped a conversation about the founding of the division. The dinner was well attended and all of us were inspired by the description of Bob’s commitment and enthusiasm. This event was awarded the AOM Governor’s award and was so successful that it has become a yearly event called the Members and Friends Dinner. This dinner has not only become a tradition for the division, but also a hallmark for mentoring with the MC’s newer members. We are keeping the ideal that Bob Wright began for us.

During this activity, old and new members share dinner together and network. At this time, many of our members find mentors to help them with their careers in academia, as well as consulting. We reinforce this with an inspirational dinner speaker who reflects on his or her academic and consulting career.

In Boston 2012, one of our longtime members and leaders of the division, Peter Sorensen, gave a wonderful thank you to the members of the division who influenced his life. In Orlando 2013, we honored David Jamieson, who gave a very moving description of his career, which really motivated the audience. This year in Philadelphia, our speaker is Terry Armstrong, who has been an academic in many universities and consulted for over 40 years both domestically and internationally. I am looking forward to the stories that Terry has to tell about his international experiences; they should be very exciting. Please visit the online program to learn more about this session and preregistration details.

Our division knows and respects the importance of passing our knowledge and skills along to others, and it is an honor to write about the history of this division with mentoring.
Management, Spirituality and Religion (MSR) Interest Group:

“Inspiring and enabling a better world through individual reflection and contemplative practice in scholarship and teaching”

MSR Interest Group Executive Committee

The Management Spirituality and Religion interest group (MSR) is a community of scholars exploring the domains of spirituality and religion as they influence organizational life. As for any field of management science, we strongly believe that extending the understanding of our domain requires a balance of theoretical research and practical application. In both research and practice, we extend notions of universal value that define who we are, individually and collectively, and thus inform specific management approaches that enhance organizational outcomes.

Toward this end, we offer opportunities at the Annual Meeting that promote the Academy’s vision to “inspire and enable a better world through our scholarship and teaching about management and organizations.” As an example, at the 2013 conference in Orlando, we hosted our first MSR Plenary session entitled “Transformational Leadership and Social Issues.” Ian Mitroff (UC Berkeley), Otto Scharmer (MIT Sloan) and Michael Miller (Acton Institute) led a thought-provoking discussion to explore the connection of social and political change with leadership, spiritual values, and practice. In our 2014 plenary, Dr. Scharmer will extend this discussion in a session entitled, “Transcendental Leadership.” The panel will address a form of leadership that begins with a spiritual awareness of self and expands to integrate others. The distinguished management scholar Jay Barney (University of Utah) will share in the discussion, along with well-known Philadelphia entrepreneur Judy Wicks, owner of White Dog Café.

The annual MSR Retreat is another opportunity for building a viable academic community and encouraging a network of scholarship that integrates collective fields of interest. Held on the heels of the annual AOM conference, the Retreat is specifically designed to complement the intellectual stimulation of the previous five days of the Annual Meeting. Brimming with ideas from professional development workshops (PDWs) and the scholarly program, participants are welcomed into a collaborative space to reflect on the conference experience. For MSR, this means undertaking a personal exploration of our spiritual dimensions through the practices of silence, reflection, and contemplation. Each year’s agenda is decided by registered participants and typically includes interactive sessions and time to share and extend our research, teaching, and practice.

The MSR retreat is an oasis for individual inspiration and an incubator for collaborative relationships that inform participants’ research agendas. We invite members from other divisions and interest groups to join us in our search for deeper meaning as we generate ideas—and challenges to them—that inform wisdom and lead to a deeper understanding of the spiritual nature of management in theory and in practice.

For more details about these sessions and the 2014 conference in Philadelphia, please visit the MSR website.
Attend Academy of Management Discoveries (AMD) Sessions in Philadelphia!

AMD’s editorial team invites you to attend these PDWs at the Annual Meeting in Philadelphia:

“Publishing in AMD, A Workshop with the Editors,” Session ID: 18762. A PDW conducted by the AMD Editors on Saturday, August 2, 4–6 p.m. in Loews Philadelphia Hotel, Regency Ballroom A. Small groups of paper authors will meet AMD editors to discuss their papers at the PDW. Participants should preregister for the PDW at this Web site and submit 2,000 word summaries of their possible papers to szaid@aom.org by June 30, 2014. In lieu of keywords please include the division(s) that represent the best fit for your content.

“Video Ethnography in Practice: A Workshop on ‘How to’ Do it,” Session ID: 14922. A PDW promoted by AMD with SAP, RM, BPS and ODC Divisions on Saturday, August 2, 4:15–7:15 p.m. at Sheraton Philadelphia Downtown Hotel in Freedom G. Presentations and round-table discussions with AMD Associate Editor Curtis LeBaron as distinguished speaker, and Michael Jarrett, Feng Liu, Paul Spee, Charlotte Cloutler, and Michael Pratt as presenters and discussants of multimedia approaches to analyzing video ethnographic data.

Recent Publications

Read the newest issues of Academy of Management Publications, available online now:

AMJ: April 2014; Vol. 57, No. 2
AMR: April 2014; Vol. 39, No. 2
AMP: May 2014; Vol. 28, No. 2

Volume 8 of Academy of Management Annals is now available! This exciting edition comprises 12 new, in-depth articles by some of the most preeminent scholars in the management field. An electronic version of Annals Volume 8 is available free to AOM members for pre-publication viewing.

Log in Now!

Members may purchase Volume 8 as a handsome hardcopy edition at a discounted rate. Please visit the Web site for ordering information.

AMD Needs You!

The AMD editorial team invites member assistance in the following ways:

1. Submit your discovery to AMD of a phenomenon or issue that is substantively important yet poorly understood concerning management and organizations. Please see Instructions for Contributors, and contact us with any questions.

2. Volunteer to review papers submitted to AMD. Please see AMD Reviewer Guidelines and help us return to the initial model of reviewing papers so they reflect the authors’ voices, as opposed to that of the reviewers or editors.

3. When the first issue of AMD is released in 2015, please send us your consumer/reader preferences. Suggest discoveries you want to read about, and participate in our electronic forum on reader views and comments.

Thank you for your help in launching AMD!
Committee Spotlight

Placement Services Committee
Garry Adams, Director of AOM Placement Services

The Academy of Management (AOM) Placement Services leadership and committee members are responsible for ensuring a comfortable and appropriate job market experience and interviewing environment for both job candidates and institutions seeking to hire these candidates. The June newsletter theme of “Bridging Members—Making Connections” is especially meaningful and applicable to the Placement Services committee.

I often brag that our Placement Services committee members are among the best volunteers in the AOM, and we’ve recently enacted an initiative to leverage and capitalize on the unique experience and KSAs (Knowledge, Skills, and Abilities) of our volunteers. As the general population of the AOM has become more geographic and ethnically diverse, so have the needs and interests of the job candidates entering the professional market for the first time. The Placement Services Coach Initiative has been introduced over the past couple of years in order to provide job candidates with mentoring and instruction on developing an effective CV, building a job packet for the application process, and rehearsing elevator talk and interviewing skills prior to engaging in interviewing at AOM. The Coach Initiative goals relate to moving from a reactive to a proactive stance in advising market candidates. We urge potential candidates requiring coaching services to seek out help and advice prior to starting the interviewing process at AOM. We will match candidates up with experienced committee members who have volunteered to serve as coaches, to establish one-on-one mentoring, and advising relationships between coach and candidate.

The ultimate goal of the Coach Initiative is to have every job candidate in the AOM, regardless of physical location or ethnicity, prepared to enter the job market with all of the information and materials they require to have a successful job market experience. For those interested in volunteering to serve on the Placement Services committee or requiring coaching advice leading up to the 2014 AOM Annual Meeting in Philadelphia, please feel free to contact Placement Service Director Garry Adams or Placement Service Associate Director Mike Ryan.

Career Fair at the Annual Meeting

When: Friday, August 1, 12 pm thru Tuesday, August 5, 12 pm
Where: Philadelphia Marriott Downtown – Franklin Hall

Learn more now!

Workshops: Attend one of these interactive workshops for applicants and recruiters to learn more about the placement process.

- The Ins and Outs of Faculty Recruiting
- The Academic Job Search: Workshop for Applicants

Questions?
Visit our website or contact the placement team at placement@aom.org.
Call for Volunteers Get Involved!

Are you looking for the right Volunteer Opportunity to participate in the Academy? Volunteers are needed now for the following positions. Find the one that is right for you!

Division & Interest Group Opportunities

GDO DIVISION
The GDO Secretary position is an important one within the division, as this person works closely with the Division Chair and manages the communication and scheduling within the leadership of GDO. The GDO Secretary works in several different capacities:

- Schedule Executive Committee (EC) meetings
- Compile agendas and documents in preparation for the meetings
- Take minutes for the 3–4 conference call meetings for the EC
- Take minutes at the EC meeting at the Academy of Management Annual Meeting
- Manage PPT slides at social events at the Academy of Management Annual Meeting
- Distribute minutes to the EC
- Maintain the EC and GDO Officer lists

Please contact Stacy Blake-Beard for more information or to indicate your interest in the position. We look forward to hearing from you.

OCIS DIVISION
The Organizational Communications and Information Systems (OCIS) Division seeks a Division Member Communications Coordinator. This member of the OCIS executive committee will be responsible for communications to the OCIS membership, including periodic newsletter-like postings to the group and regular postings on social media. Benefits of involvement in this position include the opportunity to learn more about the activities of the division, to take part in division governance, to connect with other members of OCIS and the Academy, and to learn and practice techniques of organizational communications. For further information, please contact the OCIS Division chair, Kevin Crowston.

ONE DIVISION
The Organizations & the Natural Environment (ONE) division is seeking a new administrator to manage the division’s Web site and blog. The Web site administrator posts incoming content, makes needed updates, and interfaces with the ONE teams and executives. The position requires basic knowledge of HTML and Web design, or moderate to advanced knowledge of content management platforms, such as Wordpress, Joomla, or others. This role offers excellent visibility and opportunities to interact with the leaders of ONE and the broader academic community. Contact ONE Chair, Frances Bowen for more information.

Committee Opportunities

CALL FOR EMERITI PARTICIPATION
Emeritus members who are interested in identifying new services and activities geared to AOM Emeriti are invited to join the “Community of Academy Senior Scholars” (CASS). Your input can help define and shape the future of our fastest growing member demographic. Sign up here. Questions? Please contact Bob Ford.

INTERNATIONAL THEME COMMITTEE
The International Theme Committee (ITC) is calling for expressions of interest (EOI) for Chair, Emerald Best International Symposium Award, which is an All-Academy award given to the symposium that best meets the objective of internationalizing the Academy. This serves the mission of the Academy and the charge of the ITC, which sponsors this Award with Emerald Publishing. The Chair enters into the ITC five-year governance rotation. Please send a copy of your CV and a one page EOI summarising your (1) international academic activities and endeavours, and (2) statement of how you would work in the leadership role as the Chair of the Emerald Best International Symposium Award, to: Professor Adela McMurray, Co-Chair International Theme Committee.

MEMBERSHIP COMMITTEE
The AOM Membership Committee is seeking volunteers to help us carry out several important initiatives, such as the Adopt-a-Member Program, New Member Orientation, and the Hospitality Suite for First-time Attendees. Our success depends on willing and eager volunteers who have a passion for contributing to the future of the AOM! As a member of this committee, you will be influencing the future of the Academy by helping us to gauge ever-changing member needs and developing new ways to meet them. This is a great opportunity to get involved in a way that is fun and rewarding! Contact Gemma George for further information or to volunteer.
Annual Meeting News

74th Annual Meeting
Philadelphia, Pennsylvania
August 1—5, 2014

Register To Attend:
Early registration DEADLINE: July 2, 2014.
Reserve A Hotel Room:
Book your hotel room in PHILADELPHIA! Hotel Reservation DEADLINE: July 9, 2014.

AOM Press Room

Leadership is neither a matter of rank nor a solo affair

It may be hard to believe, given the size of the popular literature on how to become a leader, but in recent years scholars have increasingly challenged the traditional view of leadership as an individual trait in favor of conceiving it as a shared property of group members.

“Power in groups is traditionally conceptualized in reference to a rank ordering of individuals,” begins a paper in the current Academy of Management Journal, adding that “the prevailing wisdom is that stable power hierarchies promote more effective groups by providing order that helps facilitate collective decision-making.”

In Memoriam

Jay R. Galbraith, Academy of Management Distinguished Scholar-Practitioner Award recipient (2011), renowned for developing the Star Model™ framework for analyzing organizations, passed away on April 8, 2014. Learn more about Jay and his contributions to the field of organizational design at jaygalbraith.com.

Student News

NDSC Invites all “New” Doctoral Students to Register for the New Doctoral Student Consortium at the Annual Meeting

The New Doctoral Student Consortium (NDSC) is a PDW event at the Annual Meeting that is developed, organized, and presented each year by a group of doctoral student volunteers. It was originally conceived of as a professional development vehicle for doctoral students, specifically those who are “new” to the Academy.

Many of the Academy of Management divisions and interest groups host their own doctoral student consortiums targeted for students in the later stages of their programs. The NDSC provides a professional development outlet for those students who are not eligible for, or are not participating in, consortiums sponsored by other divisions or interest groups. The NDSC provides an interactive environment in which doctoral students can learn more about succeeding in their doctoral program, entering the academic profession, participating in Academy of Management divisions/interest groups and regional associations, meeting doctoral students from around the world, and getting the most out of the Academy meeting.

Preregistration is required for this workshop. The deadline to register is July 30, 2014, sign up today!
For more information about ACADEMY NEWS, visit aom.org/AcadeMYNews.

VISION: We inspire and enable a better world through our scholarship and teaching about management and organizations.

MISSION: To build a vibrant and supportive community of scholars by markedly expanding opportunities to connect and explore ideas.

Special thanks to Pace University and the Lubin School of Business for hosting our offices. The Academy of Management is located on the Briarcliff Manor, New York, Campus of Pace University.