12-1-2009

A bevy of Hot Button issues

William P. Ferris

Editor-in-Chief's Introduction

A bevy of Hot Button issues

William P Ferris

Editor-in-Chief

Organization
Management
Journal

The articles in this last issue of 2009 are varied by subject but not by level of concern. Hot Button issues are on the minds of all our authors. A special bonus is the inclusion of a White Paper Special Issue containing two new articles that will help us understand two new aspects of modern life and the decade to come – teleworking and the use of social media in management education.

First, Craig R Seal, Mary D Sass, James R Bailey, and Matthew Liao-Troth take on the issue of the rift between the two main Emotional Intelligence (EI) camps – the mental abilities (called emotional abilities or EA by the authors) approach of Mayer *et al.* (2008) among others and the emotional competencies (EC) approach of Goleman *et al.* (2002), and others. In ''Integrating the Emotional Intelligence Construct: The Relationship between Emotional Ability and Emotional Competence,'' the *OMJ* authors issue a call for combining the two camps so that the richness of the EI construct can better be included. The results of their data generated from undergraduate and MBA subjects show little overlap between traits and subtraits identified in the MSCEIT, a key cognitive test used by the EA researchers and the competencies identified in self-report and other tests used by the EC researchers. *OMJ* continues to publish work on EI and social intelligence – see especially Crowne (2009), Klein (2009), Ferris (2009), and Seal *et al.* (2006) – and we have still more EI work in the queue, so we are happy to host a significant discussion with a view to evaluating the possibilities of the EI construct becoming a more holistic and useful one. Co-Editor Don Gibson has a more detailed introduction of this article next.

Then, in the Teaching & Learning section introduced by Co-Editor Steve Meisel, we have two new articles. Each one is focused on an important topic for the management education aspect of our field. In ''Dynamic Dialogue: A Multi-perspective Approach Towards Cultural Competence,'' Daria and Rex Crawley, a husband and wife team, write on a very timely concern of all education – dealing with diversity in the classroom. This topic is now of special concern throughout the world. The US, for the first time in its history, has an African American President and at the same time, the US Supreme Court is re-evaluating its stance on Affirmative Action in the workplace and in academia. Ethnic diversity issues are bubbling to the top throughout Europe, the mid-East, Africa and Asia as well. The Crawleys explore diversity education in an intercultural environment with a focus on the necessity of dealing with race relations in academia, both in the classroom and in the curriculum, using two different institutions for examples. They deal with everything from course materials and

syllabus to instructor training with the goal of introducing a dynamic dialogue, which they describe as critical to good education in an intercultural setting. Readers will finish the article with a better sense of the urgency and the actions needed to accomplish good diversity education. The second article in this section, ''Evidence-Based Instruction: A Classroom Experiment Comparing Nominal and Brainstorming Groups'' by Lynn E Miller, demonstrates how using an evidence-based approach to management education (Rousseau and McCarthy, 2007) can show management students how to generate ideas more productively. Miller points out that group brainstorming is thought to be a useful and creative way to come up with new ideas but that evidence shows nominal group technique, in which ideas are passed on from one to the next in sequence, is actually superior in tapping intuition and generating more and better ideas. In a student exercise, the results of which she has compiled over 12 different courses using 105 student groups, she explains how to facilitate an experiential demonstration of that superiority. Not only do students learn about how better to manage the elicitation of creativity, but they also see the value of evidence-based management.

The next contributions, presented within our Linking Theory & Practice section, offer another in our series of annual White Papers, this time with two articles not only bringing us up to date on two fast-moving and relatively recent phenomena, but also leading us to what we can expect of these phenomena in the future. Timothy Golden deals with telework – work away from the office – in his article, ''Applying Technology to Work: Toward a Better Understanding of Telework.'' Then Charles Wankel explains ways in which some of the social media that have emerged in the last few years – Facebook, Twitter, Second Life, to name a few – can revolutionize our classrooms in his article entitled, ''Management Education Using Social Media.'' I will discuss these two articles in a little more detail in the section introduction.

Finally, Dilip Mirchandani, 2008 President of our sponsoring professional association, the Eastern Academy of Management, asks us to face the future with heart and mind in remarks based on his outgoing speech as President. We have reprinted them, as is our custom, in the final contribution of the issue.

We hope you enjoy these Hot Button articles!

References

Crowne, K.A. (2009). The relationship among social intelligence, emotional intelligence and cultural intelligence. *Organization Management Journal*, 6(3): 148–163.

Ferris, W.P. (2009). Demonstrating the challenges of behaving with emotional intelligence in a team setting: An on-line/on-ground experiential exercise. *Organization Management Journal*, 6(1): 23–38.

Goleman, D., Boyatzis, R. & McKee, A. (2002). *Primal leadership: Realizing the power of emotional intelligence*. Boston, MA: Harvard Business School Press.

Klein, R.R. (2009). A review of *Becoming a Resonant Leader* (McKee, Boyatzis, and Johnston): Contextualizing the place of

Emotional Intelligence skills with respect to team leadership and group dynamics. *Organization Management Journal*, 6(1): 58–63.

Mayer, J.D., Salovey, P & Caruso, D.R. (2008). Emotional intelligence: New ability or eclectic traits? *American Psychologist*, 63(6): 503–517.

Rousseau, D.M. & McCarthy, S. (2007). Educating managers from an evidence-based perspective. *Academy of Management Learning & Education*, 6(1): 84–101.

Seal, C.R., Boyatzis, R.E. & Bailey, J.R. (2006). Fostering emotional and social intelligence in organizations. *Organization Management Journal*, 3(3): 190–209.