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Introduction to Reviews and Research of Note

Three reviews highlighting values in evidence-based management, the new global economics, and personal behavior

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In a 2006 *Academy of Management Review* article, Denise Rousseau identified the failure of organizations and managers to use research based evidence as the basis for their decision making. Using medicine as a model, Rousseau provided suggestions on how we might use evidence more effectively. Following Rousseau's lead, a number of articles have examined the ways in which managers have fallen short in using evidence-based management and how they can proceed (c.f. Pfeffer and Sutton, 2006; Cascio, 2007; Barzelay and Thompson, 2009). In 2009, Reay, Berta and Kohn conducted a systematic review of the literature on evidence-based management and concluded that there was insufficient evidence to support the practice of evidence-based management. Briner *et al.* (2009) countered this critique in their *Academy of Management Perspectives* article entitled "Evidence-Based Management: Concept Cleanup Time?" in which they clarify the concept of evidence-based management. In his review of this article, Don McCormick summarizes the authors' points, emphasizing the importance of ethics as a primary focus in the evidence-based decision-making process. He also discusses ways in which practitioners can adapt the processes of evidence-based management to make them easier to include in everyday business practice.

The shift to a postindustrial, finance-centered society is the topic of our second review. Frank Werner reviews the 2009 *Academy of Management Perspectives* article, "The Rise and Fall of Finance and the End of the Society of Organizations" by Gerald F. Davis. Werner provides a succinct and informative summary of the major points of Davis's article, shedding light on the reasons for the recent economic crisis. In his review, Werner discusses the postindustrial society, institutional investment, ascendancy of shareholder value, securitization, the role of government in finance, the effect of the economy on households and finally the meaning of this for researchers.

The third piece in this section is a book review of *Giving Voice to Values: Speaking Your Mind When You Know What's Right* by Mary Gentile. Gentile's book offers a fresh approach to the debate on corporate social responsibility at a micro level. She focuses attention on techniques and strategies to avoid individual ethical transgressions that eventually lead to corporate greed and scandals. The book subtly discusses how committed corporate employees under



external pressures from boss, colleagues and customers unconsciously indulge in misconduct. Instead of preaching “judgmental, high handed holier than thou” statements, the book offers practical advice on the need to develop and practice scripts to deal with ethical dilemmas in the workplace.

Andra Gumbus, who has used the book in her teaching, provides a review that effectively summarizes the highlights of the giving Voice to Values approach, its originality and usefulness in confronting value conflicts, while simultaneously gently touching upon its limitations and making suggestions for overall improvements.

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