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EDITORIAL

Spring 2012 Issue Introduction: A New Publisher for OMJ and an Issue Filled With Articles About Awareness and Change

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Welcome to our first issue published by Routledge, Taylor & Francis. We are in the throes of transitioning from Palgrave Macmillan, our former publisher, so please forgive any hiccups along the way. Our new publisher is in Philadelphia, making it easier to visit their personnel, and we plan to do so during this first year from time to time. Anyway, we look forward to a rewarding new collaboration with a respected journal publisher and a new managing editor, Meredith Ripa.

In this spring issue of 2012, you can expect to find three articles in three of our sections, as well as an intriguing and dramatic case involving helping students deal with bias and harassment, complete with teaching notes that constitute an article in themselves. In addition, we have a book review for your inspection.

The issue leads with an article from the Emerging Conceptual Scholarship section entitled “Leadership, Complex Adaptive Systems, and Equivocality: The Role of Managers in Emergent Change,” by Robert J. Blomme of the Netherlands. Blomme seeks to understand the role of the manager in the organizational change process through the lens of the work of Karl Weick and Robert Stacey and through complexity theory. Of course, many have written about the manager’s role in the midst of change within the organization, but Blomme’s approach is to use a rhetorical analysis of managerial behavior in the midst of emergent change in managers’ own organizations. He takes us through an approach using the manager as actor and “equivocality” as the process that the manager uses to engage and make sense of the organizational environment. If you are interested in an alternative approach to the traditional leadership change and development analysis of change management from within, this article is for you.

The next three pieces come from the Teaching & Learning section. First we have an article that actually connects to a degree with the first one in the issue. In “Individual Contribution to a Team: The Importance of Continuous Adaptive Learning,” Melissa J. Knott and D. Christopher Kayes focus on the frequent gap between student actual learning and the instructor’s course learning objectives in team exercises. In fact, what else are students learning that may be unintended consequences? The adaptive learning process highlighted in this article is not dissimilar to the learning process of engagement and enactment that Blomme has described in connection with managers within their organizational systems. Any instructor who has struggled with the many pedagogical issues team learning presents will want to read this article by Knott and Kayes.

The next two pieces from the Teaching & Learning section come as a pair—a case and its rich teaching note. In “James Michaels (A) and (B),” Micheal T. Stratton presents something rarely seen in any set of business cases: a case involving bias, bigotry, and harassment on a college campus. In the case, James Michaels is the focal point for homophobic harassment, and the way he and his colleagues deal with the student eventually goes all the way to the president of his college and threatens the well-being of the college itself. As the Teaching Note makes clear, this case could occupy a professor for an entire semester, there is so much to process. Issues of discrimination, employment law, organizational justice, due process, ethics, interpersonal communication, and organizational theory all come up and can be central approaches in themselves. There are few things more important for students (and all of us) to learn than how bigotry and harassment happen and what can be done to make it clear that they are intolerable in any organization. How to handle their intolerability is the real challenge, though, and that is the ultimate focus of learning by all characters in this drama.

The Linking Theory & Practice section gives us our last article in the issue, and once again, awareness by the central
actor among others is the focus. Though linking theory and practice have been intimated if not directly discussed throughout the previous articles in the issue, in “Leadership and the Psychology of Awareness: Three Theoretical Approaches to Information Security Management,” Robert Holmberg and Mikael Sundström deal head on with what we must do with regard to information security in our organizations. As they state, it starts with awareness—on the part of every actor in the organization, not just the information systems department. Information security seems to be a problem at every level of life these days, from national to the smallest organization. This piece ought to be read not just by those in the office of information technology and related departments, but by all the actors in the organization.

In the last section of the issue, John J. Schibler reviews a recent significant group and organization management article by Joseph A. Raelin, provocatively entitled “The End of Management Control?” In the article, Raelin asserts that business has left old notions of control behind with its focus on teams, committees, global networks, and a flat organizational structure. If this is true, we have to adapt, to learn how to capitalize on innovation, and to teach the virtues of democracy in running organizations in “communities of practice.” Managers are “weavers” and facilitators and must learn how best to do this. Schibler brings a unique perspective to the discussion because before he was an academic, he was a long-time practitioner. He agrees that the times have changed in the ways Raelin suggests, but he is not sure control is quite as dead as Raelin’s article suggests. Additionally, Schibler thinks that the jargon of the article detracts and distracts from the importance of the discussion practitioners and theorists need to have on the subject. Read the article and decide for yourself.

We hope you enjoy this first issue of *Organization Management Journal* as a Routledge, Taylor & Francis journal. As I mentioned, give us a chance to meet your needs during this transition period and we think you will be happy. Keep in mind that you will have to contact our new publisher for your institution to maintain its subscription. We will have more to say about the benefits of being a Routledge, Taylor & Francis journal in the next issues. In the meantime, enjoy!