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EDITORIAL

A Full Issue Including Two First Person Research Articles From Australia

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As this issue is published, the EAM International conference is being held in Seville, Spain. Regular readers know that we invite submissions to the journal from among the best papers of the international conferences, and those that are selected by the program chair get special attention with their journal review for prospective publication in a special issue format. The international conference also signals the advent of a new group of automatic subscribers—the conference registrants, who will have access to the journal for the next two years. This issue contains five articles and two book reviews, including a rarity—two articles from First Person Research.

We begin, as usual, with an article from the Current Empirical Research section, "Institutional Theory and Corporate Sustainability: Determinant Versus Interactive Approaches," by Jeffrey Gauthier. In this article, Gauthier analyzes data from 391 U.S. companies testing hypotheses around their likelihood of adopting sustainability practices. He developed a set of four hypotheses that might predict level of corporate sustainability practices as measured by the Global Reporting Initiative. Two were determinant and dealt with variations *between* organizations (adoption would be higher in corporations situated in states whose congressional representatives voted more favorably toward sustainability interests and also among corporations in industries with a lower level of stability), while the other two were interactive and dealt with variations *within* organizational fields (adoption would be more likely among larger firms and more likely among firms whose partners promote sustainable practices). Gauthier found support only for the interactive hypotheses, suggesting in his words "that institutional theory's move from determinant to interactive arguments is empirically justified" (p. 94). This

work should stimulate high interest among sustainability researchers as well as policymakers.

The two articles in Linking Theory & Practice deal with organizational justice in the forensic sciences and emotion in organizational change, respectively. The first of these, "Using Procedural Justice to Understand, Explain, and Prevent Decision-Making Errors in Forensic Sciences," by Scott J. Behson and Roger Koppl, analyzes the use of an organizational behavior theory in a scientific application. The authors stress the importance of procedural justice in forensic science applications, and describe some tools and methods that are useful in a field where accuracy is critical beyond a reasonable doubt. For example, built-in redundancy helps assure accuracy and quality so that the wrong conclusion is not made in assigning guilt or innocence later in the criminal justice process. The authors also point out how other industries can benefit from the processes put in place in forensic science to assure that biases and skipped steps do not result in error.

The second Linking Theory & Practice article is sort of a mix between a First Person Research approach and a Linking Theory & Practice piece. Kerri S. Kearney and Kayla D. Siegman combine the study of emotions with organizational change literature in their article, "The Emotions of Change: A Case Study." In it, they present a study of a consulting mission that involved organizational change from a "then and now" point of view over a 6-year period. The role of emotions in this change is closely examined with a series of reflections following the examination by the authors, who were involved in the case, one as an employee and the other as the change consultant. The story is told from the first-person point of view. The tools used in the intervention following what the chief executive officer described as a crisis are explained and described. This is an unusual piece complete with drawings and a diary to help illustrate some unusual tools in use.

The final two articles in our issue come straight from the First Person Research (FPR) section. Co-editors Sally Riad and Michael B. Elmes have written an eloquent introduction

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to this section's articles in which they outline the elements of a good First Person Research article and invite readers to submit their own first person research to the journal. I urge you not to skip this short introduction and by all means, to submit such a piece to our journal. The FPR articles that we offer in this issue are great examples of the genre. In the first, entitled "From Initiate to Insider: Renegotiating Workplace Roles and Relations Using Humorous Staged Events," by Australian author Kirrilly Thompson, we read of her work as an anthropologist in staging a humorous event to help workers see themselves in an alternate way, a sort of satire of themselves. It is the author's contention that humor can facilitate workplace relationships and the enculturation of new employees, both effectively demonstrated with actual tools that were in use as part of this article. In the second piece, also by an Australian author, Margaret H. Vickers demonstrates the use of creative writing in dealing with workplace bullying in "Three Stories—And a Writer's Tale: A Creative Writing Case Study of Workplace Bullying." In her article, the author devotes time to reflections on her use of creative writing and its demands as well. These are two very unusual articles and well worth reading!

We are also presenting two book reviews in this issue, both with special reference to women. Claudia Harris reviews Kathy Cloninger's (with Fiona Soltes) *Tough Cookies: Leadership Lessons From 100 Years of the Girl Scouts*, and Lisa A. Mainiero reviews Dorothy Perrin Moore's *WomenPreneurs: 21st Century Success Strategies*. Reviews & Research of Note co-editors Devi Akella and Marguerite Schneider do the respective introductions for these reviews.

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