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SPECIAL SECTION—LINKING THEORY & PRACTICE

EAM White Paper Series: Special Section Introduction

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Welcome to the 2014 Eastern Academy of Management (EAM) White Paper collaborative section of *Organization Management Journal (OMJ)*. As the 2012–2013 President of EAM, I am delighted to have worked with *OMJ* editor-in-chief Bill Ferris to develop this section. Furthermore, celebrating 50 years of EAM serving its mission to be “Where Scholarship and Collegiality Meet,” the 2013 EAM conference (Baltimore, MD) highlighted significant reflection on how we started, on what we do and where we are now, and on what we foresee for our future.

This past, present, and future celebration of EAM emulated our White Paper series format, as the authors examined their topics by reviewing past history, laying out where we presently stand, and proposing a vision of the future in these specific areas. Again following our White Paper tradition, we have selected authors who have been long-time contributors in their respective disciplines and who have extensive knowledge and history in their article’s specific topic.

The first article, “Shared Entrepreneurship: Toward an Empowering, Ethical, Dynamic, and Freedom-Based Process of Collaborative Innovation,” authored by Frank Shipper, Charles Manz, Bill Nobles, and Karen Manz, explores the relationship between the concept of shared entrepreneurship and the concepts of shared ownership, shared governance, and shared leadership as they relate to organizational success. Do these three concepts compete with or support shared entrepreneurship? What common attributes can be articulated that create successful organizational practices? Relying on 25 years of observations, the authors present the results of extensive interviews and observations from 13 organizations that originally practiced shared ownership and have now evolved into shared entrepreneurship practice. These data now lead the authors to envision a more broadly based application of shared entrepreneurship in the future.

The second article, “Embracing Paradox in Management: The Value of the Competing Values Framework,” is presented by Peter Arsenault and Sue Faerman, who examine potential paradoxes within the four quadrants of the Competing Values Framework. The authors extend the original literature of the 1980s that presented the paradoxical construct of the Competing Values Frameworks with the paradoxes across their four competing quadrants (Quinn & Rohrbaugh, 1981, 1983; Quinn, 1984) as a teaching and practitioner model of leadership and organizational effectiveness. The authors now share how the Competing Values Framework can also have paradoxes that emerge within each of the quadrants, and how these multiple paradoxes can provide competing and/or collaborating roles in the future.

The third article, “Management as a Liberal Art: The Legacy of the Hartwick Humanities in Management Institute,” coauthored by Jeff Nesteruk and me, reviews the role of the Institute in promoting the teaching of management and its practice through the lens of classic literature and, later, classic movies. In the early and mid-1980s, Professor John Clemens was the founder of the Hartwick Institute and its pedagogic cases and teaching notes to expand management education beyond the traditional business case discussions to help students obtain a more worldly view toward the critical thinking and understanding of the problems they would face in their future. Through the years, the institute provided classical literature in business materials to more than 180 colleges and universities as well as to countless organizations. This article integrates these contributions by the institute as a forerunner for the evolving focus in the literature toward greater application of these classic teaching examples in teaching the leaders of tomorrow.

While the three White Papers present three widely disparate topics, each article builds on its past to promote a broader understanding for the future. Each seeks to increase and improve the awareness of tomorrow’s business leaders on how they can incorporate these pedagogic and applied constructs to better articulate and formulate the organization’s future survival and contributions to its mission. Importantly, all of these articles

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and their constructs are applicable to all sectors of management and therefore may lead to improved leadership, improved decision making, and improved performance for the organizations, and, even more importantly, to improved contributions to their customers, regardless of the organizational sector.

On behalf of the members of the Eastern Academy of Management, I want to again thank *Organizational Management Journal* and its editor-in-chief, Bill Ferris, for providing the opportunity to continue our White Paper series. It has been a privilege and a pleasure to have worked with Bill and the staff at Taylor & Francis to create this section. I have a newfound and heartfelt respect for the intricacies of publishing, and an even greater appreciation for the mentoring afforded by Bill.

I truly hope our audience will find these offerings informative and enjoyable.

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