



ROUTLEDGE STUDIES IN ORGANIZATIONAL
CHANGE & DEVELOPMENT

Academic–Practitioner Relationships

Developments, Complexities and
Opportunities

Edited by
Jean M. Bartunek and Jane McKenzie



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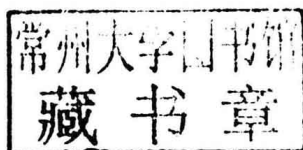


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This book represents a significant contribution to the growing interest from both academics and practitioners alike in developing collaborative academic-practitioner partnerships that can yield dual benefits of rigorous research with internationally excellent publications, and strong organizational impact. This book also represents a departure from others in the area with its focus on developing how we think about academic-practitioner partnerships and the skills and capabilities to carry them out, providing a set of stimulating examples involving creative ways of collaborating that lead to successful partnerships. Both academics and practitioners who are either engaging, or considering engaging, in collaborations can gain a lot from this book.

Professor Julia Balogun, *Director University of Liverpool
Management School, UK*

Academic–Practitioner Relationships

While executives are keen to harness organizational knowledge and improve business performance, the topic of how academics can produce rigorous and relevant theory in working relationships with practitioners is a much contested topic. Many aspects of this knowledge co-creation can create tensions, and the ways in which research is conducted and published can affect academic credibility and practitioner acceptance, as well as its consequent uptake and use in different contexts.

Expertly compiled by Jean Bartunek and Jane McKenzie, with contributions from global thinkers in the field, this book offers a concise and up-to-date review of the essential analysis and action underlying scholarly engagement with the world of business. It discusses the sorts of capability academics need to collaborate effectively with practitioners and illustrates good practice through international case studies drawn from acknowledged centers of excellence. These show how to negotiate different constituencies with different priorities, values, and practices to work together to produce research of rigor and relevance.

It will be a key reference and resource for all researchers who are engaged with practitioners, for practitioners who wish to engage with researchers and an invaluable tool for training academics to develop research with impact.

Jean M. Bartunek is the Robert A. and Evelyn J. Ferris Chair and Professor of Management and Organization at Boston College.

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Developments, Complexities and Opportunities
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Contributors

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development of innovative, international, interdisciplinary, and interactive modes of research. In addition Elena has held several other leadership roles (at Board, Council and Executive level leading special committees such as Ethics, Management Practice) in the top international professional bodies in her field including the Academy of Management (USA), the European Group for Organizational Studies, the British Academy of Management, and the Society for the Advancement of Management Studies. Elena is actively engaged in collaborative consulting projects with leading businesses and frequently delivers keynote presentations and master classes in practitioner fora on topical themes such as Crisis and Strategic Learning, Change and the Dynamics of Management Practice, Impactful Learning and Knowing, Dynamic Capabilities in Leadership, and Practising for Innovation and Growth.

Jean M. Bartunek is the Robert A. and Evelyn J. Ferris Chair and Professor of Management and Organization at Boston College, where she has taught since 1977. Her Bachelor's degree in psychology and sociology is from Maryville University (St. Louis), and her PhD is in social and organizational psychology from the University of Illinois at Chicago. She is a past president and fellow of the Academy of Management. In 2009 she won the Academy of Management's Career Distinguished Service Award. Jean has published over 125 journal articles and book chapters, as well as five books. Her primary research interests center around organizational change and academic-practitioner relationships. Jean is currently an associate editor of the *Academy of Management Review* as well as an associate editor of the *Journal of Applied Behavioral Science*. She was previously an associate editor of the *Academy of Management Learning and Education*.

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David Coghlan is Professor Emeritus and Fellow Emeritus at the Trinity Business School, Trinity College Dublin, Ireland. He specializes in organization development and action research and is active in both communities internationally. He has published over 150 articles and book chapters. Recent books include: *Inside Organizations* (Sage), *Organizational Change and Strategy* (Routledge), *Doing Action Research in Your Own Organization* (4th ed., Sage), *Collaborative Strategic Improvement through Network Action Learning* (Edward Elgar). He is co-editor of *The Sage Encyclopedia of Action Research* and of the four-volume sets *Fundamentals of Organization Development* (Sage) and *Action Research in Business & Management* (Sage). He serves on the editorial advisory boards of *Journal of Applied Behavioral Science*, *Action Research*, *Action Learning: Research and Practice*, *Systemic Practice and Action Research*, and *The OD Practitioner*, among others.

Claire Collins is Associate Professor of Leadership Development and Behaviour, Deputy Head of School and Director of the DBA Programme at Henley Business School, University of Reading. She researches and teaches leadership and leadership development with a special interest in coaching leaders, leadership diversity, leadership derailment and women in leadership. She teaches on a number of post-experience, postgraduate programmes, such as the MBA, full-time, executive and flexible modes, and the newly accredited MA in Leadership. She also teaches business research methods on the MSc in Business and Management Research, both at Henley and at the Rotman School of Management, University of Toronto. Claire chairs the Chartered ABS DBA Steering Group, is an active member of BAM and regularly presents at the Academy of Management. She holds a number of external examiner positions and has supervised and examined several doctoral candidates. She has experience of working with a variety of organizational and academic clients from the private and public sectors. Claire enjoyed a significant career outside academia before joining Henley Business School in 2007. She has 20 years' experience in the NHS, initially in a scientific role and then in senior management in a large acute Trust, following which she became CEO of a London law firm. She has also enjoyed some years as an independent consultant and coach, and combined this with being a Research Fellow at the Royal College of Nursing Institute before joining the faculty at Henley Business School. As part of her portfolio, Claire is an accredited and experienced business coach working with a wide variety of senior clients.

Stéphanie Dameron is Professor of Strategy at Paris Dauphine University where she runs the Chair of Strategic and Competitive Intelligence. Her research topics include cooperative relationships within or between organizations and the participation of various stakeholders in the decision-making process. She also has a special interest in management education systems. Her work has been published in international journals including the *Journal of Management Studies* and the *British Journal of Management*. She is one of the chair leaders at the Strategic Management Society. She is also the former

elected chair of the French Academy of Management and the former chair of the Advisory Board of EM Normandie Business Schools. She is regularly invited as a keynote speaker and teaches strategic management and organization theory in Executive Education in France and elsewhere.

Kali Demes is a consultant and Head of Research at Glowinkowski International Ltd. Kali is a graduate of the University of Essex, with a research background in social, cultural, and occupational psychology. Kali has extensive experience of survey design and associated data handling and data analytic techniques. Over the course of her PhD, Kali project managed an especially innovative research study funded by the Economic and Social Research Council, in which over 2,000 intercultural exchange students were followed during their year abroad, via a series of online surveys. Following the completion of her thesis in 2014, Kali joined Glowinkowski International Ltd (GIL) to develop a new consultancy metric aimed at assessing an organizations values culture. Having been trialed in a number of organizations internationally, this tool proves to produce data that can be used to guide practical change strategies in organizations wishing to more fully embed values in their work culture. This work has resulted in GIL's values alignment and quotient survey methodology. Moving forward in her role at GIL, Kali will be involved in the ongoing development of the GIL consultancy toolkit as well as in the delivery of accreditation and training in the use of these methodologies. Kali retains strong ties to the University of Essex and is a visiting scholar at the Essex Business School.

Laura Empson is Professor in the Management of Professional Service Firms and Director of the Centre for Professional Service Firms. She has dedicated more than two decades to researching professionals and professional service firms. Her current research focuses on leadership dynamics in professional service firms and has been funded by a major grant from the Economic and Social Research Council of Great Britain. Her previous ESRC-funded study explored the survival of the partnership "ethos" within alternative governance structures and alongside more rigorous methods of performance management. Her research into professional service firms has also covered themes such as mergers and acquisitions, the professionalization of management, organizational and identity change, knowledge management, and diversity. At Cass Business School, as well as being Director of the Centre for Professional Service Firms, she teaches the Cass MBA elective "Succeeding in Professional and Financial Services" and the core MBA module on "Organizational Behaviour." She has published numerous articles in leading international academic journals and is lead editor of the recently published *Oxford Handbook of Professional Service Firms* (Oxford University Press). She is committed to translating her academic research for a practitioner audience, most notably in her 2007 book *Managing the Modern Law Firm* (Oxford University Press) which was described by *The Times* as marking a "seminal moment in the development of management theory in this sector." She is Senior Research

Fellow at Harvard Law School, a Member of the Editorial Boards of the *Journal of Management Studies*, *Organization Studies*, and the *Journal of Professions and Organizations*. She is also a member of the ESRC's Peer Review College. In 2013 she was honored by the *Financial Times* for her research and teaching on professional service firms. She was previously a reader at the University of Oxford's Said Business School and remains a Supernumerary Fellow of St Anne's College, Oxford. Before becoming an academic, Laura worked as an investment banker and strategy consultant. She acts as an adviser to many of the world's leading professional service firms in the areas such as accounting, law, investment banking, actuarial and management consulting. Through her consultancy work she translates her scholarly research into actionable insights into a range of issues that challenge leaders in professional service firms.

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Donald MacLean received a BSc in Physics from the University of Strathclyde, a PhD in Optoelectronics from the University of Cambridge and an MBA from Kingston University. He spent ten years working in the global optoelectronics industry before joining the University of Glasgow in 1993 where he is now a professorial research fellow in the Adam Smith Business School. He has published extensively on strategy, transformation, and complexity theory in a range of international journals including the *Strategic Management Journal*, *The Journal of Management Studies*, *Organization Studies*, and *Human Relations*. His latest book *Strategic Management: Strategist at Work* (Palgrave) is aimed particularly at practitioners.

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Jane McKenzie is Professor of Management Knowledge and learning at Henley Business School, University of Reading. Until 2016, she was Director of the Henley Forum for Organisational Learning and Knowledge Strategies, a research center with the Business School. The Henley Forum is funded entirely by large organizations interested in learning how to harness organizational knowledge, improve business performance, and increase value. Jane has been actively researching with the Forum since 2000, and with her colleague Christine van Winkelen has produced two books and many papers from the research, as well as practical guidance for the practitioners. She is on the editorial board of the *Journal of Knowledge Management*. Jane joined Henley in 1997, having previously worked as an accountant in industry and an independent consultant. She has worked at the academic–practitioner interface since 1990, when she started her PhD (completed in 1994) working for Henley to deliver research to large UK consultancy clients in relation to technology-enabled business transformation.

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