

**FIVE YEAR DIVISION REVIEW REPORT
ORGANIZATIONAL BEHAVIOR (OB) DIVISION
ACADEMY OF MANAGEMENT**

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Submitted by:

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EXECUTIVE SUMMARY – This Report At-a-Glance

The Organizational Behavior Division has undertaken its five year review of the state of the Division. This involved a number of elements: (a) an examination of the division metrics (b) a survey of the current membership and (c) a review of our functions guided by the health checklist.

Division Metrics

The OB Division continues to be the largest division within the Academy of Management with 6255 members as of the 1st July 2014. Our membership has remained stable in the last five years with a 1.5% increase (compared to a decrease of -0.5% for AOM). The main change to the composition of our membership is the relative increase in international members from 38% to 42% of overall membership.

Survey metrics summary (Who responded)

1710 members responded representing a 29% response rate which compares favourably to the historic average response rate of 21% and also to the average response rate for Divisions undergoing their 5 year review this year of 25%. Those who completed the survey were representative of the divisional membership with respondents having the following membership type: 65% academic, 29% student, 5% practitioner and 2% emeritus.

Key themes (What you told us about)

Our survey contained questions tapping into a number of important areas of interest and concern to us: (1) member satisfaction with the Division, leadership and services (2) Community, identification and involvement in the Division (3) perceptions about the OB program at the Academy of management meetings (4) open ended questions on capabilities and priorities for the future.

Health Checklist

Based on a review, the strengths of the Division are: strength in size and diversity, high quality program and workshops, committed volunteers and membership that seeks more involvement and a strong resource base for investing in the future. The areas for improvement are: membership, governance and program and activities.

Key progress following the 2009 Review

We review the progress made in the goals identified by the prior strategic review: (1) Continue to build a sense of community (2) Increase identification and involvement of members (3) Create greater linkages to our international members (4) Improve a sense of inclusiveness of different member types and (5) Further bridge the gap between research and practice

Strengths of the OB Division (What members say they like)

The primary themes are as follows (in order of frequency of comments): (1) Perceptions of a strong sense of community and good opportunities for networking (2) Quality of the OB program at Academy Meeting (3) Relevance of topics and calibre of research (4) Opportunity to stay informed of the latest research in the field of OB (5) Perceptions that OB Listserv is very informative and helpful

Opportunities for development (What members say could be improved)

The primary themes identified are as follows: (1) Size limiting sense of community (2) Difficulty in navigating to get involved (3) OB Program at Annual Meeting (4) U.S Centric Division (5) Inclusion Barriers

Looking forward from 2014 – Priorities for 2015-2019

The following are the priorities for the Division: (1) Enhance Community (2) Enhance Professional Engagement and (3) Enhance the Structure and Operation of Division Committees

INTRODUCTION

The Organizational Behavior Division has undertaken its five year review of the state of the division. This involved a number of elements: (a) an examination of the division metrics (b) a survey of the current membership and (c) a review of our functions guided by the health checklist. In this report, we discuss each of these components prior to outlining our strategic goals for the next five years based on this analysis.

DIVISION METRICS

The OB Division continues to be the largest division within the Academy of Management with 6255 members as of the 1st July 2014. Our membership has remained stable in the last five years with a 1.5% increase (compared to a decrease of -0.5% for AOM)

In terms of composition, domestic membership has declined less (-5.23%) than AOM overall (-7.64%) whereas our international membership has increased by 12.95% compared to 8.84% for AOM. Specifically, academic membership has increase by 5.47%; emeritus members have increased by 36.59% while executive members have decreased by 1.53% and student members by 8.04%. Comparing our composition to 2010, we have a greater proportion of international members in our Division as international members have risen from 38% in 2010 to 42% in 2014 of overall membership. In 2010, the composition of members across membership type was: 63% academic, 29% students, 7% executives and 1% emeritus. In 2014, this was broadly comparable with 65% academic, 27% student, 6% executives and 2% emeritus. Thus, the main change to the composition of our membership is the relative increase in international members as a % of overall membership.

The OB program at the Academy has witnessed a marginal increase in submissions in the last 5 years: paper and symposia submissions have increased by 3.3%. However, it should be noted that this year's submissions have increased dramatically from 2014 by 21% for papers and 26% for symposia. Our number of accepted submissions has increased by 4% in the last 5 years. Although our submissions have been marginally increasing, there has been a parallel marginal decrease in the number of reviewers. The figures suggest that domestic reviewers are currently below the 2010 level and in 2014 reviewers were down 8.1% over 2013. Similarly, international reviewers were on the increase until 2013 and decreased by 11.4% between 2013 and 2014. In 2014, 21% of members reviewed submissions to the OB division which is below the % reviewers for the Academy overall at 32%. The primary reason respondents gave for not serving as a reviewer was lack of time and workload priorities.

MEMBERSHIP SURVEY

Our survey was administered in October-November 2014 to 5818 current members of the OB Division. In total, 1710 responded representing a 29% response rate. This compares favourably to the historic average response rate of 21% and also to the average response rate for Divisions undergoing their 5 year review this year of 25%.

Those who completed the survey were representative of the divisional membership with respondents having the following membership type: 65% academic, 29% student, 5% practitioner and 2% emeritus. In terms of tenure of membership, 37% of respondents have been members for less than three years, 26% between 4-7 years, 14% between 8-11 years, 8% between 12-15 years and 15% for 15+ years. 50% of respondents were female. Looking at

the geographical residency of respondents, 60% reside in North America, 22% in Europe, 12% in Asia, 4% in Oceania, 1% in Africa and 1% in South America. 33% of respondents were between the age of 30-39, 24% between 40-49, 17% between 50-59, 14% between 18-29, 10% between 60-69 and 2% between 70-79. 63% of respondents completed their highest degree in North America followed by 23% Europe, 9% Asia, 3% Oceania, 1% South America.

Our survey contained questions tapping into a number of important areas of interest and concern to us: (1) member satisfaction with the Division, leadership and services (2) Community, identification and involvement in the Division (3) perceptions about the OB program at the Academy of management meetings (4) open ended questions on capabilities and priorities for the future. Some of the questions were asked in the previous 5 year survey so we are able to make some comparisons. Unless otherwise indicated, all responses in the survey are on a 1-5 scale ranging from strongly disagree (1) to strongly agree (5) or not satisfied (1) to extremely satisfied (5)

Member Satisfaction

General Satisfaction with the Division. We asked several questions assessing overall satisfaction with the Division. Only 3% of respondents answered that they were not satisfied when asked, “How satisfied are you with your membership in the OB Division?” (3% not satisfied, 19% somewhat satisfied, 46% satisfied, 26% very satisfied, 6% extremely satisfied). This is consistent with the pattern from 2009, though with slightly lower numbers (in 2009: 1.5% not satisfied, 12.2% somewhat satisfied, 40.4% satisfied, 35.2% very satisfied, 11% were extremely satisfied). We also asked members whether they agreed with the statement: “It seems that other divisions/interest groups have more to offer their members.” In 2014, 15% of our members agreed with this statement, compared to 13.2% in 2009.

When asked what they like best about membership in the OB Division, the top responses can be summarized as: community and involvement (13%), quality of AOM OB program (13%), relevance of topics (10%), access latest research (10%), network (9%), staying informed and communications (8%), and OB listserv (7%). When asked what they liked least, the top responses were community, connections and involvement (22%), diversity and size of Division (19%), support of members and research (9%), quality of program (7%), international focus and involvement (5%), and culture (inclusion, exclusion, elitism, anonymity (5%).

The primary themes of what members *least* liked include:

- *Size limiting sense of community:* Perceptions of limited opportunity to connect with members of the division due to size and limited sense of “community” within the division.
- *Difficult to navigate to get involved:* Perceptions of lack of awareness as to how to become involved in the Division due to size and complexity.
- *OB Program at Annual Meeting could be improved:* Observations of poor paper quality, poor presentation quality, lack of innovation in conference format and “same old” research in annual meeting program.

- *Focused on U.S.:* Perceptions of U.S.-centric nature of the Division; need for further improvement in international focus to support international member engagement.
- *Inclusion barriers are perceived:* A number of comments (31 of 605) which specifically comment on a perceived culture of elitism, exclusion, lack of inclusion of either non-U.S. members, lesser known schools or individuals.
- *Communication preferences vary:* Comments are wide ranging from never having been contacted by OB (except for the survey) to being bombarded by email from List Serv. One notable recommendation was to disallow use of OB listserv for job postings, as all postings are required to be centrally managed by Academy.

Comparison to 2009: Responses show consistent patterns from 2009 to 2014. The biggest issue for “least like” continues to be the size of the Division undermining a chance to connect with others and have a sense of belonging and involvement. Interestingly, the categories that members said they most like are generally the same ones that were identified for least like, suggesting a bifurcated response in our members on these questions.

Satisfaction with Services and Division Leadership. Our survey included a number of questions pertaining to satisfaction with specific services the OB Division seeks to provide to our members. Respondents indicated their satisfaction with these services, using a 1-5 satisfaction scale (ranging from not satisfied, somewhat satisfied, satisfied, very satisfied and extremely satisfied).

The strengths of the Division, where 70% or more of members responded satisfied or higher, include:

- Activities that address the Division’s domain (70%)
- Opportunities for members like me to receive mentoring (72%)
- Fair and open elections (72%)

The greatest opportunities for the Division, where more than 20% responded report not satisfied or only somewhat satisfied, include:

- Sense of community within the Division (29%)
- Encouragement from Division leaders to form network communities for members like me (23%)
- Opportunities to influence the division (23%)

Areas that might provide further opportunities for improvement include:

- Ability of interested members to become leaders in the division (47% satisfied or higher, 18% not satisfied or somewhat satisfied)
- Opportunities outside of the annual meeting to network/collaborate with peers (47% satisfied or higher, 17% not satisfied or somewhat satisfied)
- Welcoming members from various demographic groups (63% satisfied or higher, 17% not satisfied or somewhat satisfied)
- Selection process for awards and recognition (58% satisfied or higher, 11% not satisfied or somewhat satisfied)
- Efforts to foster good relations and work collaboratively with other divisions /interest groups (42% satisfied or higher, 8% not satisfied or somewhat satisfied)

- Responsiveness of division officers to member concerns (42% satisfied or higher, 8% not satisfied or somewhat satisfied)

On communications issues, the Division is performing adequately, though there could be areas for improvement—particularly with the website:

- Usefulness of website (62% satisfied or higher, 18% not satisfied or somewhat satisfied)
- Level of communication received from the division (59% satisfied or higher, 11% not satisfied or somewhat satisfied)
- Quality of newsletter (69% satisfied or higher, 14% not satisfied or somewhat satisfied)
- Value of listservs (64% satisfied or higher, 13% not satisfied or somewhat satisfied)

With respect to division leadership, 65% of members responded agree or strongly agree that “I have confidence that the leadership of the OB Division is steering the division in the right direction” (3% disagreed or strongly disagreed and 32% responded neutral).

Comparison to 2009. When we compare the numbers to 2009 we see a downward shift in satisfaction on questions of responsiveness of division officers to member concerns (42% in 2014 compared to 85% satisfied or higher in 2009), satisfaction with opportunities to influence the OB Division (47% in 2014 compared to 57% satisfied or higher in 2009), and ability of interested members to become leaders (47% in 2014 compared to 76% satisfied or higher in 2009). The beginning of this trend was noted in 2009, and attributed to the large size of the Division. We suspect this trend is continuing, and that the sheer volume of work facing OB Division leaders in managing the division and program activities has detracted from the ability to be proactive and responsive in meeting needs of members.

Community, Identification and Involvement in the OB Division

In 2009 it was noted that: “One of the ongoing perceived challenges of our large division is creating and maintaining a sense of community, involvement and belonging among our members.” This issue continues to be a challenge – as well as an opportunity – in the 2014 review.

Sense of Community. We asked our members the questions, “I believe the size of our division is a source of strength” and “I believe the size of our division is a source of weakness.” Among the respondents, 49% agreed or strongly agreed that size is a source of strength and 25% agreed or strongly agreed that size is a source of weakness. Similarly, 16% disagreed or strongly disagreed that size is a source of strength and 40% disagreed or strongly disagreed that size is a source of weakness (for both questions, 35% selected neutral as their response). We asked members to indicate the extent to which they were generally satisfied with the sense of community within the OB Division: 58% reported being satisfied or very satisfied (29% chose not satisfied or somewhat satisfied), compared to 67.3% who responded satisfied or very satisfied in 2009.

Reasons for Belonging. Fifty percent of respondents identified OB as their primary Division (48% in 2009). The most frequently identified primary reason for being a member was to

“gain and share information relevant to research” (74% ranked it first and another 17% ranked it second), followed by to “develop and maintain social connections” (10% ranked this first, 29% placed it second, and 20% ranked it third), and “to gain and share information relevant to teaching” (7% ranked it first, 27% ranked it second, and 29% ranked it third). These responses mirror almost exactly the findings from 2009.

Identification. We asked respondents to indicate the extent to which they agreed with several statements about their identity and attachment to the division, using a 1-5 scale ranging from “strongly disagree” to “strongly agree.” In response to the statement, “I believe I am part of the OB division and its activities” 43% of the sample agreed or strongly agreed (compared to 33.1% in 2009). The statement, “I strongly identify with the OB Division’s mission” showed 53% agreeing or strongly agreeing (compared with 41.7% in 2009).

Involvement. We were also interested in how our membership viewed their involvement in the Division. For the statement, “The OB Division provides good opportunities to get involved,” 61% agreed or strongly agreed (compared to 57% in 2009). Given that the 2009 number was higher than 2004, this reflects a positive trend over the past ten years. In response to the question, “I wish I were more involved in the OB Division,” 59% responded yes (56% in 2009) and 41% said no.

International Focus

As indicated earlier, international members now represent 42% of the Division’s membership.

In terms of satisfaction with the OB Division’s efforts to reach out to international members, 64% of respondents were satisfied or higher. 4% of respondents were not satisfied. This represents a decline in satisfaction from five years ago when 73% reported satisfaction with the Division’s efforts to reach out to international members. When asked whether the OB Division needs to include more of an international focus on the Academy program, 37% agreed or strongly agreed compared to 39% five years ago. It is worth noting that 20% strongly disagreed or agreed with this statement and 43% were neutral.

When asked to indicate agreement on whether the OB Division addresses the needs of its international members, 35% of respondents agreed or strongly agreed (49% neutral) while 4% strongly disagreed and 12% disagreed. Of the 35% who agreed, 19% of these respondents were based in North America and 16% of these respondents were based outside North America.

International members have been steadily increasing and present additional challenges and opportunities for the division to become more receptive to meeting the needs of this group.

Academy Meeting and the OB Program

We asked questions pertaining to our members’ involvement and satisfaction with the Academy of Management (AOM) Meeting and the OB Division program at the meeting.

Attendance at Meeting. Forty-five percent of respondents report that they attend the meeting annually, with 28% reporting that they attend only if they are on the program. Ten percent said they never attend the Annual Meeting, 6% responded that they rarely attend and 12% indicated they attend once in a while. When asked to identify why they did not attend AOM meetings, the cited reasons were lack of access to funding (54%; up from 33% in 2009), lack of time (31%, up from 20% in 2009), belonging to Academy for benefits other than the Annual Meeting (9%), and lack of interest in attending (5%).

Participation at the Meeting. We asked members to indicate how frequently, over the past five years, they engaged in activities associated with the AOM OB program. Twenty-three percent indicated they presented at a scholarly session (paper, symposium, etc.) every year, with an additional 32% saying they had presented a few times, 16% presenting once and 26% never. The numbers are similar for attended a regular conference session: 37% attended every year, 34% a few times, 10% a few times, and 16% never. These numbers are generally the same for responses to “participated in other activities (social events, business meetings, etc.),” with 32% participating every year, 30% a few times, 12% a few times, and 23% never. Seventeen percent of respondents indicate they attend a PDW every year, with an additional 49% attending a few times or once (30% responded never).

Volunteering and Reviewing. Only 16% of respondents indicated that they have volunteered in some capacity (awards committee, social outing coordinator, etc.) every year or a few times, with 69% having never volunteered. Seventy-three percent of respondents had reviewed for the OB Division at least once in the last five years, and 23% reporting that they had never reviewed. Five primary themes emerged for why respondents had not reviewed: 1) I have no time to review for OB due to workload priorities, 2) I am a new member, 3) I review for other divisions, 4) I am a student, and 5) I am not qualified/ don't have necessary knowledge to review.

Respondents were asked whether the OB Division's program reviewers offer useful feedback to improve their work. Thirty-seven percent responded agree or strongly agree, and 18% responded disagree or strongly disagree (45% were neutral).

Satisfaction with Program. Multiple questions addressed how satisfied our membership was with different aspects of the OB program at the AOM Meeting.

In response to the statement, “Generally speaking, the OB division's overall program at the Academy meeting is interesting and useful to me,” 73% agreed. Respondents also reported general satisfaction (satisfied or higher) with traditional paper sessions (70%), symposia (69%) and PDWs (62%). These numbers are lower, however, than those reported in 2009, where 88% reported satisfaction with symposia, 83% satisfied with traditional paper sessions and 87% satisfied with PDWs.

In response to the question “The OB Division's PDW sessions are more useful to me than the full AOM conference program,” 35% agreed or strongly agreed and 19% disagreed or strongly disagreed (45% were neutral). Sixty-five percent of members were satisfied or higher with social and networking opportunities (81% in 2009) and 70% were satisfied with overall access to the program (84% in 2009). Given the new AOM teaching conference, we assessed our members' interest in that conference. Of respondents, 6% said they attended, 7%

said they wanted to attend but it was full, 18% said they did not attend but plan to next year and 69% said they did not know about it.

An area of opportunity is the plenary, with only 42% reporting satisfaction. When asked how the Division could make better use of the plenary, 49% said debate on a timely topic, 34% said a high profile presenter, and 13% saying continue to use it for Lifetime Achievement Award. "Other" was selected by 4% of respondents, and comments suggested the plenary should involve: practitioner, audience participation, showcase or roundtables of scholarly work, new timely or hot topics, and future of the field.

Respondents were split on whether the OB Division needs a more diverse set of formats: 27% agreed or strongly agreed and 25% disagreed or strongly disagreed (47% neutral). Thirty-seven percent felt that the program needs to include more of an international focus, while 20% disagreed with the need to include a more international focus (43% neutral).

Respondents' Suggested Areas of Improvement

We asked respondents to tell us what the OB Division needs to do to best position itself for the future. A wide number of specific ideas were noted, which may prove valuable for implementing particular changes in our Division as we tackle our areas in need of improvement.

Key issues raised by our members include:

- Relevance to and collaboration with practitioners & real world impact of research (19%)
- Improved communications and wider member engagement (14%)
- Recommendation to broaden international profile and engage international members (12%)
- Interdisciplinary & cross-division collaboration (11%)
- Suggestion to create smaller groups and communities in order to help mitigate the size constraints of the large OB Division (9%)
- The need to create an inclusive and flexible culture (8%)
- Improve annual meeting program (7%)

These concerns are also identified in two survey items. On the first, 53% of respondents agreed or strongly agreed with the statement: "The OB Division needs greater focus on real-world problems and practitioner issues" (14% disagreed and 32% were neutral). On the second, 36% of respondents agreed or strongly agreed with the statement: "The OB division addresses the needs of its international members" (16% disagreed and 49% were neutral).

When asked what issues should occupy the OB Division's time over the next 5 years, five main themes emerged:

- *New Topics & Diverse Methods*: interest in widening use of range of methods, numerous specific topics proposed (31%)
- *Practical Value & Practitioners*: strong interest in focus on practical value and relevance of research topics and interest in greater collaboration with practitioners (13%)

- *Inclusion, Diversity & Engagement of Members*: strong mention of need to drive culture of inclusion in the division, to appreciate and invite diversity of members and to support engagement of diverse range of members (mention of multiple forms of diversity including geographic region, age, student or faculty status or retired faculty, status of university, business school or other) (13%)
- *Internationalization and Global Focus*: strong mention of need to internationalize the division and maintain global focus on management issues (13%)
- *Member Development and Support*: multiple suggestions to better support members including mentoring, development, feedback, collaboration opportunities and recognition (8%)

Comparison to 2009: Interestingly, these categories are consistent with those raised in the previous review. In 2009 respondents called for a greater focus on relevance and solving real world issues, the need to address issues around the large size of our division, making smaller groups or divisions within our Division, and ways to get more involvement of members, especially international members.

When asked what we could do tomorrow morning to increase our effectiveness, respondents identified communications as the top category, suggesting that the Division increase communication using new communications tools and channels. The second major category was practitioner collaboration and communication. Other categories include: AoM Program (including several smaller meetings and in locations other than U.S., increased quality of review and paper selection process), Inclusion, Diversity & Engagement of Members, and Division Structure & Focus (i.e., a number of recommendations to revisit strategy, leadership, structure and focus to improve the Division).

Summary of Survey Results

Overall our membership is satisfied but responses show that the numbers are trending downward. In 2009 division leaders noted the challenge of size and sense of community. What we see in this review is that the challenges of size, community and involvement in the Division may be increasing.

Compared to 2009 when the majority of members saw the size of our division as an asset, in this review less than half (49%) saw size as a source of strength, and a full 25% saw size as a source of weakness. Like in 2009, a significant portion of comments indicated that the size of the Division interferes with the sense of community, the sense of identification, and the chance to influence and be involved with the Division. Calls for the Division to create smaller groups and communities to help mitigate the size constraints of the OB Division are growing.

Issues of inclusion, internationalization, diversity and engagement of members are a growing concern. There was strong mention of the need to drive a culture of inclusion in the Division that supports internationalization (e.g., a global focus on management issues) and engagement of multiple forms of diversity (e.g., geographic, age, student or faculty status, retired faculty, status of school/university).

Like in 2009, members are generally satisfied with the services it provides and the program, but a number of comments also pointed to issues of poor paper quality, poor presentation quality, lack of innovation in conference format, and the “same old” research in annual meeting program. Strong interest was expressed in new topics and diverse methods (31%). Some identified a need for increased quality of review and paper selection process. The suggestion was made that the Division host several smaller meetings and in locations other than the U.S. Moreover, members were generally, but not overwhelmingly, satisfied with the use of technology, indicating a possibility for improvement in technology-related communications (e.g., social media, web page, listserv).

Although respondents feel the Division is a good source of gaining insights into research, many noted that we need a better connection between research and practice. This issue was noted in 2009 but appears to be of growing concern in our 2014 findings. When asked to indicate what the OB Division needs to do to best position itself for the future, the top response was relevance to and collaboration with practitioners and real world impact of research (19%). Over half of our members agreed with the statement that the OB Division needs greater focus on real-world problems and practitioner issues, and when asked what we could do tomorrow morning to increase our effectiveness, respondents identified practitioner collaboration and communication as the second major category. In addition, practical value and practitioners (i.e., strong interest in focus on practical value and relevance of research topics and interest in greater collaboration with practitioners) was the second major category in response to the question of what issues should occupy the OB Division’s time over the next 5 years.

HEALTH CHECKLIST

In this section, we will address some highlights of our analysis of our division based on the health checklist, in conjunction with our survey results in the prior section, where relevant.

Bylaws and Domain

In the areas of bylaws and domain, we did not uncover any shortcomings. The Executive Committee did review the domain statement 4 years to ensure its accuracy and foci. This past year, the Executive Committee reviewed the division’s bylaws and found no need for revision.

Membership

We have a number of means by which we reach out to our different constituents. We believe we have done well overall in meeting the needs of student members; we provide a welcome email to them with a link to frequently asked questions (posted on OBWeb), involve them in the OB program review process, and we offer a number of events in the program directed at their needs, including the New Member Research and Networking Forum (for 1st year doctoral students), the Half Way There PDW (for 2nd-3rd year doctoral students), and the Doctoral Consortium (for doctoral students on the job market). We expect to continue offering these events every year. For our new members (PhD student or otherwise), in addition to the welcome email to them with a link to FAQs about the division, we offer an Essentials of the OB Division to provide new members with an overview of the Division and what it has to offer. We have also done well as a Division to expand offerings in the PDW

program by offering and/or significantly revising several new PDWs based on feedback from the membership and through the efforts of our outstanding Making Connections Committee. New and/or significantly revised PDWs include Mentoring PhD Students, the Productivity Process, How to Start a Micro-Community, and the OB Research Incubator. Finally, we have expanded our most popular PDWs, notably the Junior Faculty and Doctoral Student Consortia, in response to strong and growing demand and made revisions to these programs based on participant feedback (e.g., last year we significantly revised and improved the ethics module in the OBDC).

While the pre-conference program activities through the Division are strong and have been growing in popularity, the survey results reviewed above demonstrate that the membership wish to have more innovative and interactive formats in the formal academic program. Here, we are undertaking a series of changes including organizing paper and symposia sessions in a more thematic manner, building in formats for participants to “meet the scholars” in particular domain areas and learn about study findings in a more direct manner to allow more opportunities for session participants to interact and engage with presenters.

Regarding another point of feedback reviewed earlier, many members would like to see the Division more active in bridging connections between science and practice. Although the PDWs on this theme have been offered in a fairly consistent fashion, we believe that we can do more on this theme such as offer additional PDWs on science-practice topics, work to make it easier to include practitioners in the program (e.g., as co-discussants in symposia), help establish a Micro Community on this theme, and potentially establish a standing committee that would generate and help lead efforts to strengthen science-practice connections in OB.

There are two other primary areas where we see important opportunities for strengthening the value the OB Division provides to its members. First, as noted earlier, over the past five years our Division has largely stayed constant in size, but it has become more international. Where we could put more focus is upon our international members, as was noted in our survey. This past year, we revived our international membership committee, which created two new PDWs that have appeal to international members and increase visibility and awareness of opportunities in OB overseas and is planning event the Academy Meetings in 2015 that will provide international members to network and build relationships in the division. The Executive Committee plans to further support the international committee by connecting it to and helping it learn from the highly successful Making Connections Committee and involving the chair of the International Committee at the executive committee mid-year meeting to ensure that the internationally focused initiatives gain traction. Other ideas that have been suggested to support the division’s international members and need to better incorporate a global perspective in OB include: (1) establishing a mentoring system for international members with experienced North American members, (2) more active sponsorship of international conferences and events, (3) having the international committee initiate regional discussions among members to identify unique and common needs across regions. These are just potential actions that might be taken; the international committee, in consultation with the executive committee and with input from the membership, is the ideal source for developing additional initiatives and actions that can be taken to ensure that the division is responsive to the needs of its international members.

Second, the survey responses reviewed above also indicate that OB division members wish to experience a greater sense of community and many seek greater opportunities for engagement in the Division. Increasing the use of more innovative formats for papers at AOM, encouraging the development of micro communities, helping international members feel

more connected – all of which were discussed above – we believe will help to promote a strong sense of connectedness and identity with the Division. On the volunteer side, in the section on Governance below we detail several steps the Division is taking to increase engagement with volunteers.

Finances

Financially, the Division is in solid position. The Division has sufficient budget for our existing activities, we have had a solid base of sponsorships that contribute to our budget, and we have had a steadily increasing reserve that provides an opportunity to invest in new initiatives. We have a permanent member of the executive board who serves as our treasurer. Although this role has changed hands three times during the past 5 years, the transitions have been well managed. Our treasurer stays atop of our finances, provides reports as needed and guides our decisions at the budget level. In the past five years we have always operated in the black, and due to the supportive relationships we have built and maintained with numerous outside sponsors, we have had the ability to fulfill all of our initiatives. Going forward, our growing reserve provides an opportunity for the division to invest in new initiatives.

Governance

Our governance structure has served the Division well. Our governance structure is well laid out in a document entitled OB Primer, which is given to all of our executive committee members. In addition, each role has accompanying written documentation that outlines all the institutional knowledge that accompanies that role. These documents are revised every year by the person in the role and passed to the newcomer to the role the following year. This documentation, along with one-on-one guidance between the person in the former role and the newcomer to the role, ensures sufficient training, guidance and continuity from one year to the next. It also enables our division to learn from our mistakes each year, and waste less time “reinventing wheels.”

As a large division, we have had to strike a balance between coordinating among many executive committee members and volunteers to carry out a wide range of responsibilities, while at the same time, maintaining flexibility to adapt to a growing and constantly changing division with different activities to meet our changing needs each year. What we have recognized over the past couple years and culminating in this review is that we need to adjust our governance to provide more “bandwidth” for executive committee members to lead new initiatives and projects.

We are doing this in two ways that will complement each other. The first is by seeking to add two additional Representative-at-Large positions. These positions will allow for members of the executive committee to still directly manage the divisions’ major activities (e.g., Junior Faculty and Doctoral Consortia) while providing the needed bandwidth in the executive committee to lead new initiatives. The additional positions are also justified based on the size of the division. In fact, if one considers the ratio of membership size to number of Rep-at-Large positions, the OB division would need 6 additional positions to have the same ratio as most other divisions. We believe two additional positions are reasonable for the near term and to balance the increased coordination requirements of an expanded executive committee.

The second step being taken to increase division “bandwidth” is to add expand opportunities for volunteers. Specifically, we are taking steps to develop and utilize a set of highly

experienced volunteers (e.g., those who have demonstrated leadership on existing committees such as the Making Connections Committee) to assist with more of the established activities that used to be performed by executive committee members. We also are taking steps to involve more of the membership who wish to become more involved (an issue that was noted above). Here we plan to establish a “volunteer portal” on OBWeb where members can indicate their interest in volunteer opportunities in the division and having a member of the Executive Committee serve as an “Involvement Coordinator” to help ensure that interested volunteers are matched to opportunities and volunteers have a point of contact. Finally, although we have regularly recognized many of our volunteers at the OB division awards ceremony and social, we can improve on recognizing and honoring our volunteers. We envision that part of the responsibility of the new “Involvement Coordinator” role will be to systematically track and develop new ways to improve how we recognize our volunteers (e.g., with signed certificates, more individual recognition in communications to the membership, etc.). In short, by developing more volunteer opportunities, building a “volunteer leadership pipeline,” establishing a formal role to manage volunteers, and providing enhanced recognition to our volunteers, we seek to strengthen the volunteer culture in the division and respond to members’ desires for more involvement and build identity with the division.

Summary of Health Checklist

Strengths:

Based on the review above, the strengths of the Division can be summarized as follows:

- *Strength in size and diversity:* The size and the diversity of the Division provides a rich range of perspectives, people, and opportunities to enrich one’s scholarship;
- *High quality program and workshops:* The Division has created and continuously improved its program, particularly the PDWs, which have become increasingly popular and well regarded;
- *Committed volunteers and membership that seeks more involvement.* The Division has a very committed set of volunteers who significantly contribute in multiple ways (e.g., serving on the Making Connections Committee, as reviewers, as faculty participants in PWDs, etc.) and the survey results demonstrate that many more Division members are seeking ways to become involved and in the Division.
- *Strong resource base for investing in the future.* The Division is in a strong financial position, which can allow it to strategically invest in specific initiatives and areas that will most improve the value the Division can provide to OB members in the future. This, in combination with the strategic assessment facilitated by this review and the proposed governance changes, will provide the means for the Division to introduce novel initiatives and improvements to address the areas outlined below for improvement.

Area for Improvement:

The areas where we believe that the Division can most improve based on the review provided above are:

- *Membership:* The Division needs to better foster a strong sense of identification and community specifically by doing more to understand and be responsive to the needs and interest of our growing international membership and providing more opportunities for members to participate in the Division;

- *Governance:* We need to carry-forward the steps being taken to increase the “bandwidth” of the Executive Committee and build the volunteer base within the Division to pursue the innovations that the membership has indicated (e.g., addressing the needs of international members, providing more opportunities for members to become involved in the Division) they wish to see;
- *Programs and Activities:* The Division will better meet the interests and needs of its members by continuing to focus more attention on promoting science-practice connection, more services that connect members outside of the AOM meeting (e.g., through micro communities, international conferences, mentoring relationships), and making changes to the scholarly program that make the experience more intellectually engaging and promote opportunities for members to engage with each other.)

PROGRESS AGAINST GOALS AND IMPROVEMENT THEMES IDENTIFIED in PRIOR STRATEGIC REVIEW in 2009

In this section, we look back at the goals and potential directions for improvement outlined in previous five year strategic review and assess the progress that has been made since then.

1. Continue to build our sense of community

Since 2009, we have experimented with various initiatives aimed at establishing a sense of community within the Division. For example, our Making Connections Committee (MCC) is firmly established and has been spearheading a number of PDWs targeted at either specific groups of members or specific needs of members. For example, for the last couple of years, the MCC has organized PDWs on (1) the Essentials of the OB Division (2) OB New Member Networking and Research Forum (3) OB Research Incubator (4) Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students (5) Mentoring Graduate Students: Tips, Best Practices, and Life-Changing Stories from the Experts and (6) The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty.

The International Committee, which has only recently been re-established, has organized two PDWs that specifically address international issues and the needs of our international members: (1) Thinking of a position Outside the US? “Dos and Don’ts of International Business Schools and (2) Publishing in Top Non-US Journals – Why and How?

The interest in PDWs and the record number of PDWs submitted has helped foster a sense of community in the Division. Recognising the size of the division and the challenge this presents for establishing a sense of community, the MCC has organized a new PDW this year on *How to Build and Find a Micro-Community*. This PDW could help expand the Division’s commitment to and support of micro-community initiatives beyond the existing Network of Leadership Scholars.

These efforts along with the greater investment in engaging volunteers, new formats for the OB program that promote interaction among the members, and other activities reviewed below we believe will foster a stronger sense of community, which is of course a continuing challenge to establish given the size and diversity on the OB membership.

2. Increase identification and involvement of members

The division has continued to make progress to facilitate members’ identity with the division and their involvement in division activities. Although members feel more involved compared to 2009, 59% of members would like to be more involved in division activities which suggests that we need to continue to provide opportunities for member involvement.

In addition to the newly added PDWs (such as the New Member Networking and Research Forum), we have involved a greater number of division members in the Junior Faculty Workshop and Doctoral Consortium. We continue to create more opportunities at the Academy for members to feel involved in division activities such as the Hot Coffee, Cool people social with a photo booth, recent changes made to the division’s use of the plenary session and a planned additional coffee social. In addition, we will increase opportunities for

member involvement through the proposed changes reviewed earlier to establish more prominent responsibilities for experienced volunteers and create an Involvement Coordinator role on the Executive Committee (along with a volunteer portal on OBWeb), and ensure that volunteers and reviewers are recognized in our Awards Celebration and Reception and in other ways.

3. Create greater linkages to our international members

We have made progress in reaching out and creating opportunities for international members within the Division. In the last 5 years, we have had an increase in the number of International members serving on the Executive Committee. In the Junior Faculty Workshop (JFW) and Doctoral Consortium (DC), we ensure that the needs and interests of international students and junior faculty are met through the inclusion of international Faculty Fellows (for the JFW) and Round Table Hosts (for the Doctoral Consortium).

We have had limited success with embedding the International Committee in the Division which led to a re-launch of this committee in August 2014. The composition of the current committee reflects the global nature of the division and includes members from all continents. Our goal is to help the International Committee flourish and create a solid foundation for the Division to enhance the inclusiveness of international members (e.g., providing leadership in the Division for building inclusivity and connections for international members through internally-oriented PDWs and other activities).

Since the last strategic review, we have taken the opportunity to sponsor (without financial outlay) small conferences held outside the US to reach out to international members.

4. Improve a sense of inclusiveness of different member types

We have implemented some changes with the aim of becoming more inclusive as already outlined. In addition, we have taken steps to ensure that the Executive Committee has representation from teaching oriented schools and also to ensure that Faculty Fellows/Round Table hosts also come from schools that prioritize teaching. Given the diversity and size of the division, this is one strategic priority we have for the next 5 years.

5. Further bridge the gap between research and practice

Of the priorities identified in the previous strategic review, bridging the gap between research and practice is the one where we need to make more progress as a Division. That said, we have continued to emphasize the importance of practical, impactful and relevant research to practitioners through the annual award for the paper with the best practical implications for management submitted to the Academy Conference. We continue to encourage PDWs that address aspects of the research-practitioner relationship such as *Managing Field Research: Strategies for Partnering with Organizations to Gain Access to Data*. This is another ongoing strategic priority for the division. We have considered adding a science-practice connections committee to the Division to provide leadership on this.

LOOKING FORWARD – PRIORITIES FOR THE OB DIVISION 2015-2019

In this section, we identify potential priorities for the OB Division and present a number of concrete suggestions to help advance those priorities. These priorities were developed from comments from respondents to the survey and from a discussion of the findings by the OB Executive Committee. Some of our suggestions may require a change to the Division's bylaws and consequently may take some time to develop and implement. In addition, once this report is made available to members, we would actively encourage their suggestions and ideas.

Priority 1: Enhance Community

Our first priority is to continue with existing and new efforts to enhance the sense of community within the Division. Many of our existing initiatives will continue such as MCC and IC, OB Listserv, social events at the Academy as well as the use of Constant Contact to e-mail members. In thinking about what resources we provide to our members to promote a sense of community, the following activities may assist:

A. Improve use of web based technologies

We will investigate how to use web based technologies to create a volunteer portal, utilize social media tools such as Twitter, Facebook, LinkedIn, etc. (e.g., to generate interest in Division innovations on the program, share podcasts, etc.), and make OBWeb more useful to the membership.

B. Support development of micro-communities

In view of the size and diversity of the division and comments from respondents to support the development of micro-communities, this is a key strategic priority for the division as the establishment of micro-communities would help the promotion of a vibrant and inclusive 'home' for all members. To achieve this, potential changes to the program at the Academy will need to be discussed and approved.

C. Continue to develop and maintain linkages with international members

There are several activities that would serve to increase the global focus of the division: (a) Publicize the role of the International Committee on OBWeb and the PDWs targeted at international members (b) Support the International Committee as it discusses and debates what it means to be an international member and sets it 3-5 year agenda (c) Ensure that the Executive Committee has an international member (this may require a change to the by-laws) to represent and promote the needs of international members (d) Establish a mechanism (through changes in the program) by which members from different countries with a common research interest can create their own micro-community.

D. Inclusiveness to different member types

In addition to the suggestions outlined above, we would like to publicize the diversity of our members to promote a greater sense of inclusivity by introducing a random selection profiling of 10 members bimonthly on OBWeb under the title “I am...in 60 seconds”.

Priority 2: Enhance Professional Engagement

In thinking about the resources we provide to our members to enhance professional development and engagement, we have identified the following activities:

A. Program enhancements to better meet current and future needs of members

The OB Executive Committee discussed potential improvements to the delivery of the OB program at the Academy of Management that go beyond experimenting with paper sessions that would reinvigorate attendance and interest in these sessions. However, this would require a greater degree of autonomy to the division in organising and scheduling the program.

B. Strengthening connections between science and practice and impact of our work (on policy and practice)

We will provide a more concerted effort to increase PDWs aimed at addressing issues related to promoting connections between research and practice and the impact of OB scholarship on practice and policy. One step the Executive Committee has discussed is establishing a standing committee to support these and other efforts (e.g., how to better publicize the impact OB scholarship has on policy and practice).

C. Increase networking opportunities (inside and outside of meeting)

We could investigate whether OBWeb could be used to help connect members and serve to link members in the intervening period between Academy meetings. Second, we could become more effective in highlighting to members’ upcoming small group meetings and strengthen the connection with conferences held outside the US (e.g., European Work and Organizational Psychology Conference, Israel Organizational Behavior Conference)

Priority 3: Enhance the structure and operation of Division Committees

As a large division, it is a huge challenge to put together the program and activities for the Academy meeting and at the same time devote considerable efforts to strategic activities for the benefit of the division relying exclusively on volunteers. Freeing up resources to allow the Executive Committee to engage in strategic activities may require the restructuring of the Committee, the roles involved and the willingness of more members to volunteer. Here are some ideas of how this might be addressed:

A. *Involvement Coordinator Role:*

This could become the role of the Past Division Chair to introduce and oversee involvement and volunteering initiatives. The role will involve ensuring that those who indicate an interest in volunteering are matching to volunteer opportunities (through the volunteer portal to be established on OBWeb), coordinating the development of the Division's volunteer base as volunteers move from first time volunteer roles to those with increasing levels of responsibility (i.e., building the Division's "volunteer pipeline") and the Division's volunteer recognition efforts.

i. **Volunteers**

The survey revealed that 69% of respondents had never volunteered in any capacity for the AOM Annual Meeting over the last five years yet members would like to be more involved. There are several small things that could be done to create and develop a greater volunteering community in the division: Ensure that volunteers are recognized on OBWeb (in addition to the Awards Ceremony and Reception); Publicise how existing volunteers came to volunteer; Investigate the establishment of a Volunteer portal on OBWeb that would connect members who wanted to volunteer with volunteering opportunities

ii. **Creating opportunities for members to lead an initiative**

Promote through Constant Contact the potential opportunities for members to launch an initiative within the division.

iii. **Propose innovations for the Division**

Seek to engage members by soliciting potential innovations that the Division could introduce. A call would be sent out to members and proposals invited in advance of the Executive Committee's Midyear meeting.

b. *Communications Role*

Discuss the possibility of adding additional roles to the Executive such as a volunteer who is responsible for outward communication to the media.

c. *Expanding the number of Representatives at Large*

The Executive Committee has had a preliminary discussion of expanding and revising the rep at large roles to expand the resources the division can draw upon. This will require a bylaw change and consultation with members.

d. *Introduce a Program Developer team for the to help with the submission process*

In light of the volume of submissions that the OB Division receives every year, we could solicit a few volunteers who would undertake to help with the submission process for 2-3 years which would allow for the accumulation of knowledge to be used efficiently.

e. Student Representatives

We would like to reach out to student members and have a student representative on the committee with the view of creating a student committee (like the MCC and IC) that would help ensure that the needs of student members are being met. Second, we could facilitate student involvement in the division by creating volunteer opportunities in assisting with the development or execution of OB activities at the Academy

SUMMARY

We used an examination of the Division's metrics and functions and a survey of members to form the basis of this report. Membership has increased marginally in the last 5 years and the primary change to the composition is the relative increase of 4% in international members. Overall, member satisfaction has decreased on a number of dimensions and this downward trend was noted in 2009 and attributed to the size of the Division. We see that the challenges of size, community and involvement in the Division may be increasing. Issue of inclusion, internationalization, diversity and engagement of members are a growing concern. Based on our health checklist, the Division's strengths are its size and diversity, high quality program and workshops, committed volunteers and members who want to become more involved and a strong resource based. The areas for improvement form the basis of our priorities over the next 5 years which are: to enhance community, professional engagement and the structure and operation of Division Committees.

Thank you to the OB members for their feedback provided through the five year survey which has been central to this report and our forward planning.

END OF REPORT