

2022 PRESIDENTIAL ADDRESS: THIS IS OUR CELEBRATION

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The Academy of Management (AOM) has emerged from the pandemic strongly because we are an engaged, caring, and committed global community of 20,000 members residing in 115 countries—including 5,600 student members. I describe four broad themes considered most critical by AOM members and initiatives addressing each: (a) environmental sustainability, (b) inclusion, (c) research credibility, and (d) research usefulness and impact. Given the accomplishments I describe, we celebrate our success. But, at the same time, we do not interrupt our journey. Rather, we continue to improve and to innovate to realize our vision to (a) remain the premier global community for management and organization researchers and educators and (b) continue advancing the impact of management and organization science on business and society worldwide.



The 2020 and 2021 annual meetings of the Academy of Management (AOM) took place exclusively using a virtual format due to the COVID-19 pandemic, but the 2022 conference adopted an innovative hybrid format. This was the first time that many of us could see each other in person for more than two years. It was so good to be back together! It was so good to celebrate being back together!

The 2022 AOM conference included about 13,000 people on the program and more than 2,200 sessions. This was quite a change compared to the first AOM meeting in December 1936 on the campus of the University of Chicago, which was attended by just 10 people. As of August 2022, AOM has about 20,000 members residing in 115 countries. This number includes more than 5,600 student members, which

is the highest number in AOM's history—a very positive sign that the future of our field and professional organization is in excellent hands.

Given conference and membership numbers, we are emerging out of the pandemic very strongly. You may be wondering, how are we able to pull this off? The reason is that *we* are an engaged, caring, and committed global community. I emphasize *we*. This is of course all of us members of AOM and also the tens of thousands of members of our affiliated and associated societies from around the world.

Clearly, we are not out of the woods yet. These are times of change which, for me personally and for the AOM leadership, is actually very exciting. Why? Because we can apply what we know from our own research and what we teach our students to manage

our professional organization. Imagine that! Using the knowledge that we create and we teach our students to manage our own organization? What a crazy idea, huh?

OUR AOM PRESIDENTIAL ADDRESS

As you may know, every year the Academy conference includes a presidential address, and it was my turn to address the August 2022 conference. So, in May 2022, I started to think about what I would talk about during my address. After pondering about it, I reached the conclusion that I wanted this to be *our* AOM presidential address, not just *my* presidential address.

So, I reached out to AOM members to solicit their input. I posted a message on Connect@AOM communities—we have more than 60. I asked AOM members to email me topics, questions, issues, challenges, opportunities, and anything else that may have crossed their mind about management and organization research and education. Just a couple of days after posting the message, a friend of mine said to me, “Herman, I can’t believe you posted that question on Connect@AOM! Aren’t you concerned you will receive hundreds and hundreds of responses?” I did receive a very large number of responses, but I could not have been happier because this showed once again that we are indeed an engaged and committed global community.

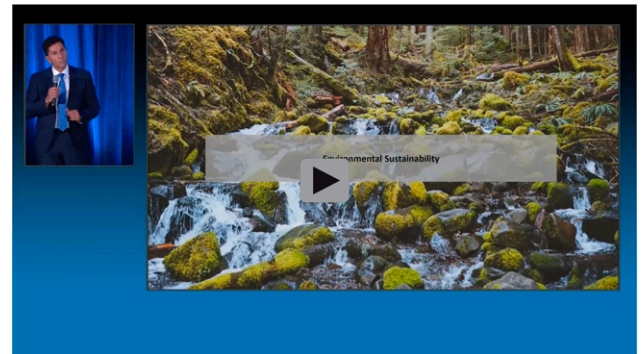
I received suggestions from members from dozens of countries around the world. I apologize for not being able to mention all of the responses in this article, but, for example, I received fantastic ideas and observations from Robert Kaše from Slovenia, Neal Ashkanasy from Australia, Cordula Barzantny from France, Amy Ou from China, Don Ferrin from Singapore, Tal Simons from the Netherlands, Ricardo Morais from Portugal, and from many colleagues from the United States, the United Kingdom, and Canada, including Lynn Shore, Sandra Waddock, and Martin Evans, among many others.

OUR CELEBRATION: FOUR THEMES

I organized the responses I received around four major themes. I am so proud that none of them is flying under our radar. So, yes, because the Academy of Management is proactively tackling all of these issues, *we have many reasons to celebrate*, and this is why the title for this year’s presidential address is “This Is Our Celebration.”

In terms of the themes, our profession and professional organization are obviously embedded within a particular time and context, so I was not surprised to learn that two of them refer to societal concerns: environmental sustainability and inclusion. The other two are more specific to our field and professional organization: the credibility of our research and the very related issue of research impact and usefulness. Next, I discuss each. Then, I address AOM’s vision and strategic directions for the future.

THEME #1: ENVIRONMENTAL SUSTAINABILITY



This is clearly one of the grand challenges of the 21st century. The question is: What is the Academy of Management doing about environmental sustainability?

One of the most critical outcomes of having held virtual conferences in 2020 and 2021, and a hybrid conference in 2022, is that we have been able to reduce our carbon footprint substantially. Let me give you some examples.

1. Throughout AOM operations, we learned how to conduct business in new ways. We implemented many of these practices because of COVID-19, but these innovations are here to stay because they are so beneficial for our environment. For example, the board of governors has reduced its carbon footprint by cutting the number of in-person meetings by 30%. Also, staff members working at headquarters are reducing our carbon footprint by increasing virtual work and virtual meetings.
2. For those of us attending the 2022 and future conferences in person, we are implementing additional measures to improve environmental sustainability. Let me give you just three examples:
 - a. We reduced paper use by eliminating the printed program and instead we make it available electronically.

- b. We have a new catering process to reduce food waste and we now provide reusable bottles through sponsorships and water coolers and pitchers in session rooms.
- c. We engage in facility sustainability practices because we seek vendors and facility partners that support sustainability and recycling (e.g., Seattle Convention Center for the August 2022 conference).

So, there is much for us to celebrate! Let us thank the members of the board of governors and all division and interest group officers who have met virtually in the past year. Also, thank you to all members of the journal editorial boards who have also met virtually and AOM staff involved in reducing our carbon footprint at the conference. Finally, thank you to all other AOM members who have been involved in environmental sustainability initiatives.

THEME #2: INCLUSION



Inclusion has many different facets including, of course, demographic diversity. In addition, AOM members told me that we should also consider other dimensions of inclusion such as (a) academic freedom; (b) equity regarding marginalized faculty members based on status, such as tenure versus non-tenure track; (c) the need to create inclusive environments about unseen diversity, such as gender, mental health, and socioeconomic upbringing; and (d) the challenge of increased ideological and political polarization.

What is AOM doing about inclusion? What are we doing in terms of building a world that is not so combustible? How can we engage in community building in an increasingly deglobalized, polarized, and divisive world? The answer lies in building positive and effective relationships. Let me describe a few examples of AOM initiatives.

First, values are absolutely key. AOM is a value-driven organization, and we developed the following set of values as part of the 2008–2010 strategic planning process:

1. We value high-quality research, teaching, and practice in the field of management and organization.
2. We cultivate and advocate for ethical behavior in all aspects of our work.
3. We provide a dynamic and supportive community for all of our members, embracing the full diversity of our backgrounds and experiences.
4. We respect each of our members' voices and seek to amplify their ideas.
5. We build cooperative relationships with other institutions committed to the advancement of scholarship and teaching about management and organization.

Our organization is based on our foundational belief about the positive value of inclusion, and therefore we have policies in place that are derived directly from our values. For example, the AOM has a code of ethics which espouses standards against all forms of harassment, bullying, and harm.

In addition to our values and policies, we also have many community-building initiatives that are directly related to inclusion. Let me share some examples:

First, consider the New Doctoral Student Consortium (NDSC), which has been organized every year since 1997. This is a cross-disciplinary event that integrates our most junior members into our global community. I attended part of the “sold-out” NDSC at the AOM 2022 meetings, which was a total success, just as it has been every year for the past quarter century.

Second, AOM partners with The PhD Project, an organization that has diversified business academia and whose work has increased the number of under-represented faculty members in business schools from 294 to more than 1,400 since 1994.

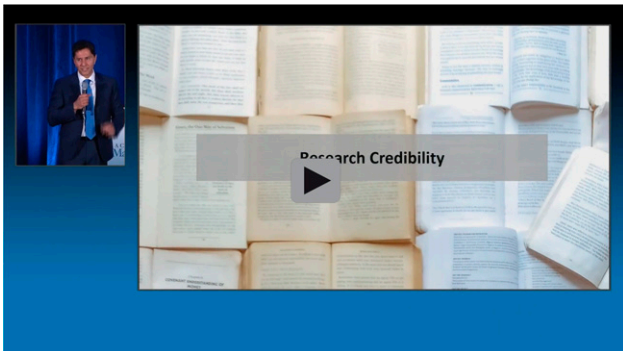
Third, AOM has 26 divisions and interest groups (DIGs). In my view, our membership in AOM is like living in a big city, which, like all big cities, offers many opportunities. But sometimes it is not easy to make personal connections and friends in a big city, so all of us join DIGs, which are like neighborhoods in our big city. We know it is often easier to make connections with those in our own neighborhood, particularly when we share the same research and teaching interests. Most AOM members are familiar with the large divisions, like Strategy, Organizational Behavior, Organization and Management Theory, Human Resources, Entrepreneurship, and

Research Methods, but there are also smaller divisions, like Management History, Organization Development and Change, Health Care Management, Public and Nonprofit, and Organizational Neuroscience, which is the latest addition to the DIG portfolio. There is a welcoming community for every AOM member, regardless of whether you are interested in micro or macro domains, quantitative or qualitative methods, or anything in between.

Finally, Connect@AOM is yet one more example of an important initiative about inclusion and community building. As of the writing of this article, Connect@AOM includes 63 online communities. Joining some of these communities is a great way to meet folks from other divisions and countries and expand our research and teaching horizons. For example, we have the business ethics teaching space community, the community of senior scholars, the culture and climate in organizations community, another one about managing for sustainability, and many others. And, if you are thinking of a new topic or community that does not yet exist, you can suggest creating one right now.

So, there is much for us to celebrate! Let us thank all DIG leaders who have participated in initiatives related to inclusion or community-building efforts and the members of our 60+ Connect@AOM communities. Let us thank the leaders of and participants in the NDSC over the past 25 years and those who have participated in activities organized by The PhD Project. Let us thank all AOM members who have organized activities like socials and other events that build community. Also, let us extend a very special thanks to our AOM staff! Our 35+, full-time AOM employees are the secret sauce that make our community-building efforts possible. Finally, let us all thank the past presidents of the Academy of Management, who are all individuals who have tirelessly worked for decades to make our organization more inclusive.

THEME #3: RESEARCH CREDIBILITY



The third theme is more specific to what we do as researchers and refers to the credibility of our research. There are questions about whether our research can be trusted. Most of us have heard about questionable research practices, such as *p*-hacking, HARKing, and “torturing data” until they confess results that are statistically significant. The concern is that these challenges preclude our research from being credible, trustworthy, and replicable.

The first AOM publication appeared in 1958 and was called the *Journal of the Academy of Management*. Fast forward 63 years, and now we publish a total of seven journals: *Academy of Management Annals*, *Academy of Management Discoveries*, *Academy of Management Journal*, *Academy of Management Learning & Education*, *Academy of Management Perspectives*, *Academy of Management Review*, and the latest addition, *Academy of Management Collections*.

What are we doing to address challenges to the credibility of our research? Consider the following:

First, each of our journals has a rigorous double-blind review process. In 2021 alone, our journals processed more than 4,300 manuscript submissions. This number does not include revise and resubmits!

Second, AOM has adopted a formal process to minimize conflicts of interest for all editors.

Third, the Academy’s Ethics Education Committee helps improve practices and the credibility of our research. For example, this committee created the eight-part AOM Ethics of Research and Publishing Video Series which has been viewed more than 70,000 times.

Fourth, one of our journals is already processing registered reports. Authors submit the introduction section, methods, measurement details, and analysis plan (but not the results) of a completed or planned study. Using this results-blind approach, the goal is to have authors submit manuscripts but without concern for the direction or statistical significance of the findings.

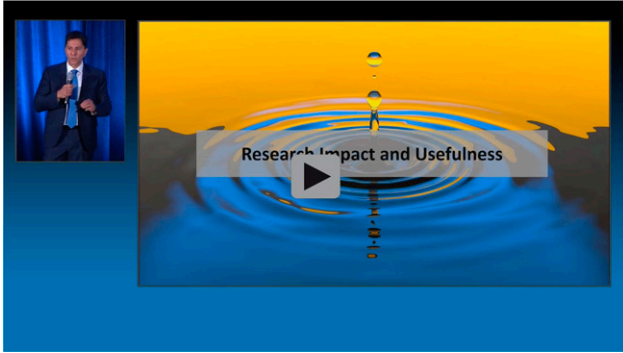
Fifth, our journals are beginning to include consulting methods editors to check the transparency and accuracy of all methodological procedures.

Finally, at each AOM annual meeting, we offer dozens of professional development workshops (PDWs) addressing issues of credibility, trustworthiness, and research replicability.

So, there is much for us to celebrate! Let us thank all AOM members who have been involved in the creation of knowledge on behalf of all of us; the current 85 editors and associate editors of our seven journals—as well as their past editors and associate editors; the current 850+ editorial board members

for our journals and our ad hoc reviewers; and all of those who have served as reviewers for the 2022 and previous annual meetings.

THEME #4: RESEARCH USEFULNESS AND IMPACT



The fourth and final theme is also related to what we do as researchers and educators and refers to research impact and usefulness. What is the relevance of our work for social problems? To what extent are we addressing today's important issues, from geopolitics to organizational practices?

Directly related to this theme, in April 2022, I delivered a presentation to more than 20 leaders of the National Academies of Sciences, Engineering, and Medicine to explain the relevance of management research for addressing grand challenges. People in the audience included scholars in many fields, such as earth and life studies, engineering and physical sciences, health and medicine, transportation, and many others. They were very pleasantly surprised to learn that management research is similar to research in other domains in fundamental ways—we have peer-reviewed journals, we collect data using multiple methods, and we have strong theories. As a result of our interactions, we are now forging a collaboration between AOM and the National Academies so that AOM members will be involved in helping solve society's most pressing problems.

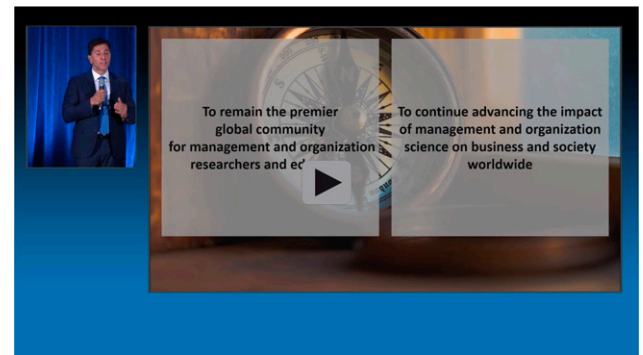
Let me share examples of additional initiatives about research impact and usefulness. First, last year alone, the content of AOM publications was viewed 24.5 million times. That is not a typo—we had almost 25 million views!

Second, in addition to our seven journals, we publish *Academy of Management Insights*. Its goal is to translate our scholarship for broader dissemination and consumption.

Third, we promote research published in our journals to media outlets through our public relations efforts. Research by AOM members has been featured by the Financial Times, Barron's, the BBC, Fortune, Forbes, Fast Company, Wall Street Journal, and many more spanning the global media industry—from the United States to the United Kingdom, Canada to Germany, China to Australia, the Netherlands, France, Japan, and Switzerland, across to our friends in India, Spain, Brazil, Finland, Singapore, South Korea, Israel, and so many more.

So, there is much for us to celebrate! Let us thank all of our colleagues whose research has been featured by *Academy of Management Insights*, all of those whose work has been featured by AOM social media channels, and all of those whose research has been featured by news outlets. Also, let us thank AOM members who use their own social media channels to disseminate our research.

ACADEMY OF MANAGEMENT: WHAT IS NEXT?



As described in the previous sections, we have many reasons to celebrate because we are addressing environmental sustainability, inclusion, and research credibility and impact. But, in spite of our accomplishments, we are not going to sit on our laurels. We congratulate ourselves because, frankly, we have earned it. Given that we had not met in person for about three years, we all needed to celebrate at the 2022 AOM meetings, and there was an amazing amount of celebration that took place in Seattle—but we do not interrupt our journey. We continue to improve. We continue to innovate. We continue to move forward.

As we look to the future, our vision continues to be:

- To remain the premier global community for management and organization researchers and educators.
- To continue advancing the impact of management and organization science on business and society worldwide.

The above statements represent an ambitious vision. So, how are we going to continue to realize our vision in the future? We have five strategies:

1. We are *reimagining and reinvigorating membership*. We are asking questions such as: Why should people from countries all around the world become and remain AOM members?
2. We are *fueling division and interest group innovation and support*. What are new initiatives that our divisions and interest groups can implement to serve our members and their needs year-round?
3. We are *reinventing meetings* for hybrid, in-person, and virtual modalities. What are the most effective formats for our conferences and meetings?
4. We are *propelling technology* for the 21st century. What types of information technology investments are necessary to make sure we are serving our members well?
5. We are *solidifying operational sustainability*. What are the operations and procedures that we should improve in terms of speed, efficiency, and cost?

In closing, it has been an honor and a privilege to serve as *your* Academy of Management president. To quote from the song "Celebration" by Kool and the Gang, "It's time to come together... This is your celebration... A celebration to last throughout the years... So bring your good times and your laughter too. Let's all celebrate and have a good time." Thank you, and I look forward to our ongoing shared journey!