

XIX Congreso Internacional de
**Conocimiento,
Cultura y Cambio en
Organizaciones**

La nueva historia de la organización

21–22 de febrero de 2019
Universidad de Columbia Británica, Robson Square
Vancouver, Canadá

La-Organizacion.com

Nineteenth International Conference on
**Knowledge, Culture,
and Change in
Organizations**

The New Story of Organizing

21–22 February 2019
UBC Robson Square
Vancouver, Canada

Organization-Studies.com

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Knowledge, Culture, and Change in Organizations

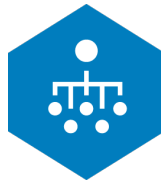
“The New Story of Organizing”

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Designed by Ebony Jackson and Brittani Musgrove

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Dear Participant,

On behalf of the entire conference team, welcome to the Nineteenth International Conference on Knowledge, Culture, and Change in Organizations at the University of British Columbia, Robson Square, Vancouver. We hope you not only have an enriching conference experience but also have a wonderful time exploring one of the world's most beautiful and welcoming cities.

We look forward to addressing our regular conference themes of management education, change management, knowledge management, and organizational cultures, in addition to the 2019 Special Focus: The New Story of Organizing. In doing so, we are confident you will find it valuable and invigorating to learn from and be in discussion and dialogue with several notable presenters from the immediate region and many more from around the world.

The University of British Columbia was founded in 1908 and is the Province of British Columbia's oldest university. It is a highly ranked institution in Canada and globally. Our conference site at UBC Robson Square sits in the heart of Vancouver amidst the central business district, close to top dining and shopping destinations, and near the entrance to Stanley Park and its iconic sea wall. The main campus of UBC is approximately 10 kilometers from downtown Vancouver in the quieter Point Grey community. Top sites at the main campus include the UBC Museum of Anthropology, which features works by First Nations artists from various parts of the Pacific Northwest, and the Nitobe Memorial Garden, which is considered to be one of the finest Japanese gardens outside of Japan.

Vancouver is both an old and a new habitat. First Nations communities have a longstanding history in the region. However, Vancouver the city—especially Vancouver the cosmopolitan city—is remarkably new. It was only incorporated in 1886, though its early growth was guaranteed with its connection to the Canadian Pacific Transcontinental Railway in 1887. In the later 20th century, the city began to emerge as globally notable, particularly with the overall rise in importance of the Pacific Rim and the increase in immigration and trade across it.

We hope you enjoy the conference, but we also hope you can get out and enjoy a great city. Let's take this wonderful opportunity to create new stories both together and as individuals.

Sincerely,
Ross Brinkert, PhD
2019 Organization Studies Conference Chair
Associate Professor of Corporate Communication
Penn State University, Abington, United States



Dear Organization Studies Conference Delegates,

Welcome to Vancouver and to the Nineteenth International Conference on Knowledge, Culture, and Change in Organizations. My colleagues and I from Common Ground Research Networks are honored to have you join us for this year's conference.

Over the course of more three and a half decades, Common Ground has given voice to many thousands of scholars—speakers and authors with things to say about the world, and who are saying them in order to change the world. Common Ground has a strong commitment to providing opportunities for people like you to meet, share, and learn from each other. This conference brings together researchers, practitioners, and scholars from a wide range of disciplines who have a common interest in the themes and concerns of the Organization Studies Research Network. As a result, topics are broached from a variety of perspectives, interdisciplinary approaches welcomed, and mutual respect and collaboration encouraged. Through our interactions, we talk, we learn, and we gain inspiration.

Across its range of research networks, Common Ground is deeply concerned with the critical issues of our time including, among other things, the nature of social change, the relationships of the human species to nature, the process of knowledge creation, the changing shape of organizations, and the dynamics of learning. These raise big picture questions which in turn demand an interdisciplinary perspective, often neglected in discipline-based conference, journals, and institutional structures.

Throughout its history, Common Ground has worked to develop new approaches to knowledge community building, including interactive conference formats, criterion-referenced peer review, and online social knowledge media. As a media innovator, we are creating the spaces and technical conditions in which, collectively, we can discuss sustainability in a holistic perspective, where environmental, cultural, economic, and social concerns intersect.

While conference inspiration may fade with time, Common Ground offers a means for keeping inspiration alive through CGScholar, an online environment for knowledge working and learning. CGScholar provides a "help economy" where peers are credited for their mutual contributions in the Organization Studies Research Network. We encourage all conference participants to explore CGScholar—an internet venue for intellectual interaction and imagination.

I am grateful to all of you for sharing your work at this conference. Additionally, I thank my colleagues Sara Hoke, Kimberly Kendall, and Helen Repp, who have helped organize and produce this meeting with great dedication and expertise.

We wish you all the best for this conference, and we hope it will provide you every opportunity for dialogue with colleagues from around the corner and around the globe.

Best wishes,



Dr. Phillip Kalantzis-Cope
Chief Social Scientist
Common Ground Research Networks

Estimados ponentes del Congreso de Estudios Organizacionales:

Les damos la bienvenida al XIX Congreso Internacional de Conocimiento, Cultura y Cambio en Organizaciones. Mis compañeros de Common Ground Research Networks y yo, nos sentimos muy honrados de que se una a nosotros en el Congreso de este año.

Durante el transcurso de tres décadas y media, Common Ground ha dado voz a varios miles de académicos —autores y oradores que tenían cosas que decir acerca del mundo y con el propósito de cambiarlo—.

Common Ground asume el firme compromiso de ofrecer a personas como usted la oportunidad de reunirse, compartir y aprender de otras personas. Este Congreso reúne a investigadores, facultativos y académicos provenientes de un amplio abanico de disciplinas; todos ellos interesados por la temática y cuestiones que conciernen a la Red de Investigación de Estudios Organizacionales. En consecuencia, los temas se abordan desde una gran variedad de enfoques —las aproximaciones interdisciplinarias son bienvenidas— y se fomenta tanto el respeto como la colaboración mutua. Gracias a nuestras interacciones hablamos, aprendemos, nos inspiramos.

A través de sus diversas redes de investigación, Common Ground manifiesta un profundo interés por las cuestiones fundamentales propias de nuestro tiempo; incluyendo —entre otras— la naturaleza del cambio social, la relación de la especie humana con la naturaleza, los procesos que generan el conocimiento, la mutabilidad de las organizaciones y las dinámicas que operan en el aprendizaje. Estas cuestiones, de carácter holístico, requieren abordarse desde un enfoque interdisciplinar, con frecuencia desatendido en aquellos congresos, revistas o estructuras institucionales que se fundamentan en una única disciplina

Common Ground ha trabajado durante más de tres décadas en el desarrollo de nuevos planteamientos concernientes a la construcción de conocimiento comunitario, entre los que se incluyen formatos de congreso interactivo, revisión por pares basada en criterios y medios de divulgación sociales online. Como innovadores en medios de difusión, estamos creando los espacios y las condiciones técnicas mediante las cuales podamos, colectivamente, abordar el conocimiento, la cultura y la gestión del cambio, dentro del contexto más amplio de la naturaleza y futuro de las organizaciones, así como del impacto que ejercen en la sociedad moderna.

Puesto que la inspiración que infunde la experiencia del Congreso es susceptible de verse reducida con el tiempo, Common Ground estimula su perdurabilidad mediante la plataforma CG Scholar; un entorno online diseñado para el trabajo, el conocimiento y el aprendizaje. CG Scholar proporciona una “economía de ayuda” donde los pares se acreditan por sus mutuas contribuciones en la Red de Investigación de Estudios Organizacionales. Animamos a todos los participantes en el Congreso a explorar CG Scholar: un punto de encuentro en internet donde se promueve la interacción intelectual y la creatividad.

Mi agradecimiento a todos ustedes por compartir sus trabajos en este Congreso. Asimismo, quiero expresar mi gratitud a mis compañeras Sara Hoke, Tatiana Portnova, Kimberly Kendall, Dionisio Moral Ruiz y Helen Repp, quienes han contribuido a la organización de este encuentro con gran dedicación y destreza.

Les deseamos la mejor de las experiencias durante la celebración de este Congreso, y esperamos que constituya una magnífica oportunidad para dialogar con colegas provenientes de todas las partes del mundo.

Con mis mejores deseos,



Dr. Phillip Kalantzis-Cope
Jefe de Ciencias Sociales
Common Ground Research Networks





*Founded in 1984, we are committed to building new kinds of knowledge communities,
innovative in their media and forward thinking in their messages.*



Heritage knowledge systems are characterized by vertical separations—of discipline, professional association, institution, and country. Common Ground Research Networks takes some of the pivotal challenges of our time and curates research networks which cut horizontally across legacy knowledge structures. Sustainability, diversity, learning, the future of humanities, the nature of interdisciplinarity, the place of the arts in society, technology's connections with knowledge, the changing role of the university—these are deeply important questions of our time which require interdisciplinary thinking, global conversations, and cross-institutional intellectual collaborations.

Common Ground Research Networks are meeting places for people, ideas, and dialogue. However, the strength of ideas does not come from finding common denominators. Rather, the power and resilience of these ideas is that they are presented and tested in a shared space where differences can meet and safely connect—differences of perspective, experience, knowledge base, methodology, geographical or cultural origins, and institutional affiliation. These are the kinds of vigorous and sympathetic academic milieus in which the most productive deliberations about the future can be held. We strive to create places of intellectual interaction and imagination that our future deserves.

Common Ground Research Networks offer integrated programs of action: international conferences, scholarly journals, book imprints, and online dialogue spaces using our path-breaking social knowledge software, *CGScholar.com*

 Aging & Social Change Research Network	 The Arts in Society Research Network	 Books, Publishing & Libraries Research Network	 Climate Change: Impacts & Responses Research Network
 Communication and Media Studies Research Network	 Constructed Environment Research Network	 Design Principles & Practices Research Network	 Diversity in Organizations, Communities & Nations Research Network
 e-Learning & Innovative Pedagogies Research Network	 Food Studies Research Network	 Global Studies Research Network	 Health, Wellness & Society Research Network
 The Image Research Network	 The Inclusive Museum Research Network	 Interdisciplinary Social Sciences Research Network	 The Learner Research Network
 New Directions in the Humanities Research Network	 On Sustainability Research Network	 Organization Studies Research Network	 Religion in Society Research Network
 Spaces & Flows Research Network	 Sports & Society Research Network	 Technology, Knowledge & Society Research Network	 Tourism and Leisure Research Network

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Nuestra misión

Common Ground Research Networks tiene como objetivo animar a todas las personas a participar en la creación de conocimiento colaborativo y a compartir ese conocimiento con el mundo entero. A través de nuestros congresos académicos y revistas revisadas por pares, construimos Redes de Investigación y proporcionamos plataformas para interactuar a través de diversos canales.

Nuestro mensaje

Los sistemas de patrimonio del conocimiento se caracterizan por sus separaciones verticales: de disciplina, asociación profesional, institución y país. Common Ground Research Networks asume algunos de los retos fundamentales de nuestro tiempo y construye Redes de Investigación que cortan de manera transversal las estructuras de conocimiento existentes. La sostenibilidad, la diversidad, el aprendizaje, el futuro de las humanidades, la naturaleza de la interdisciplinariedad, el lugar de las artes en la sociedad, las conexiones de la tecnología con el conocimiento, el papel cambiante de la universidad, todas estas son preguntas profundamente importantes de nuestro tiempo que requieren un pensamiento interdisciplinar, debate global y colaboraciones intelectuales e interinstitucionales.

Common Ground es un lugar de encuentro para las personas, las ideas y el diálogo. Sin embargo, la fuerza de estas ideas no consiste en encontrar denominadores comunes. Al contrario, el poder y la resistencia de estas ideas es que se presentan y se examinan en un ámbito compartido donde tienen lugar las diferencias: diferencia de perspectiva, de experiencia, de conocimientos, de metodología, de orígenes geográficos o culturales o de afiliación institucional. Estos son los tipos de entornos académicos, vigorosos y solidarios, en los que se llevarán a cabo las deliberaciones más productivas sobre el futuro. Nos esforzamos en crear los lugares de imaginación e interacción intelectual que nuestro futuro merece.

Nuestros medios de comunicación

Common Ground Research Networks crea Redes de Investigación que se reúnen en congresos anuales. Entre congreso y congreso, los miembros de cada red también se mantienen en contacto durante el año mediante Redes de Investigación online, a través de procesos formales de publicación académica—revistas arbitradas mediante revisión por pares—, o a través de conversaciones informales en blogs. Los congresos fomentan el más amplio espectro de discursos posibles, animando a todos y a cada uno de los participantes a aportar sus conocimientos y perspectivas al debate común.

Organization Studies Research Network

*Exploring the nature and future of organizations and
their impacts on modern society*



Founded in 1993, Organization Studies Research Network comes together around a common concern for, and a shared interest to explore, new possibilities in knowledge, culture and change management, within the broader context of the nature and future of organizations and their impact on modern society.

Conference

The annual conference is built upon three key features: Internationalism, Interdisciplinarity, and Inclusiveness. Conference delegates include leaders in the field, as well as emerging artists and scholars, who travel to the conference from all corners of the globe and represent a broad range of disciplines and perspectives. A variety of presentation options and session types offer delegates multiple opportunities to engage, to discuss key issues in the field, and to build relationships with scholars from other cultures and disciplines.

You have already begun your engagement in the Organization Studies Research Network by attending the conference, presenting your work, and interacting face-to-face with other members. We hope this experience provides a valuable source of feedback for your current work and the possible seeds for future individual and collaborative projects, as well as the start of a conversation with research network colleagues that will continue well into the future.

Publishing

The Research Network enables members to publish through two media. First, network members can enter a world of journal publication, unlike the traditional academic publishing forums—a result of the responsive, non-hierarchical, and constructive nature of our member based peer review process. The Organization Studies Journal Collection provides a framework for member based double-blind peer review, enabling authors to publish into an academic journal of the highest standard, but also to participate in the validation of knowledge that is produced by the research network. The second publication medium is through the Organization Studies Book Imprint, where we publishing cutting edge books in print and electronic formats.

We encourage you to submit an article for review and possible publication in the collection. In this way, you may share the finished outcome of your presentation with other participants and members of the network. As a member, you will also be invited to review others' work and contribute to the development of the research network knowledge base as a Reviewer. As part of your active membership in the network, you also have online access to the complete works (current and previous volumes) of journal and to the book imprint. We also invite you to consider submitting a proposal for the book imprint.

Membership

As an Organization Studies Research Network member you have access to a broad range of benefits, tools, and resources:

- Digital subscription to the Organization Studies Journal Collection for one year.
- Digital subscription to the book imprint for one year.
- One article publication per year (pending peer review).
- Participation as a reviewer in the peer review process, with the opportunity to be listed as a Reviewer.
- Subscription to the e-newsletter, providing access to news and announcements for and from the Research Network.
- Option to add a video presentation to the research network YouTube channel.
- Free access to the Scholar social knowledge platform, including:
 - ◊ Personal profile and publication portfolio page;
 - ◊ Ability to interact and form communities with peers away from the clutter and commercialism of other social media;
 - ◊ Optional feeds to Facebook and Twitter;
 - ◊ Complimentary use of Scholar in your classes—for class interactions in its Community space, multimodal student writing in its Creator space, and managing student peer review, assessment, and sharing of published work.





On learning to lead in organizations oriented to the future

Theme 1: Management Education

- New types of organization: what do you need to learn today?
- Towards leadership: management education and training
- Vision, strategy, and leadership: measuring the effects
- Training and human resource development
- Blurring the boundaries: informal learning, training, and education
- New economy: what is appropriate education for the new work order?
- Learning for the 'new economy'
- What is knowledge? What is the role of learning?
- 'Wisdom' in the knowledge economy
- Mentoring: where leadership means knowledge transfer
- Collaboration as a personal capacity and organizational resource
- The making of a 'knowledge worker'
- Educational institutions as knowledge managers

On negotiating organizational change, and organizational responses to social, stakeholder, and market change

Theme 2: Change Management

- Organizations in change: what makes for success
- Organizations responding to change: markets, clients, stakeholders, and community expectations
- Technologies and organizational change
- Process change in organizations, streamlining systems
- Restructuring: revamping, rethinking, and reevaluation
- Upgrades: removing heritage systems and moving forward with new tech
- Financial upheaval, dealing with difficult times
- Leadership in change, negotiating successful business changeovers
- Dealing with legal and regulatory challenges in a constantly changing environment



On knowledge as a factor of production

Theme 3: Knowledge Management

- Managing intangibles for tangible outcomes
- Knowledge and culture as factors of production
- Reconceptualizing 'economy' in a knowledge society
- Putting a tangible value on intangibles
- New performance indicators for new economies
- The conditions of innovation
- The business case for knowledge management
- Building intellectual capital and maintaining intellectual property
- Transforming personal knowledge into common knowledge
- Data, information, and their electronic means of creation, storage, access, and communication
- Beyond competition: creating efficiencies through supply chain relationships
- Addressing the divides: digital, development, social
- Virtual enterprises in a networked world
- The dynamics of adult learning
- Lifelong learning

On the cultures of responsive, productive, and respected organizations

Theme 4: Organizational Cultures

- What is organizational culture? 'Organic', 'community', 'complexity', and other metaphors
- Agonies of change: working with order and chaos; regularity and complexity
- Networks, clusters, alliances
- Building collaborative organizational cultures
- Decision-making and leadership
- Building a culture of innovation
- Teams and the dynamics of collaboration
- Productive diversity: capitalizing on human differences
- Women at work and women in management: what are the different ways of working?
- LGBTQ-friendly workplaces
- Family friendly workplaces
- Developing sustainable organizational cultures: government, community, and NGOs
- Capacity development: building knowledge locally
- Globalization, internationalization, and organizational change
- Customization: recognizing market and customer differences
- Navigating complexity: the dynamics of organizational change
- Business ethics





Organizational Intangibles and their Tangible Value

The focus of this Research Network is to explore those intangible drivers which determine not only the livability of organizations for insiders, but their credibility and attraction to outsiders.

They also impact tangible results in the form of efficiency, effectiveness, and productivity. The intangibles of knowledge, culture, and change management do not appear on balance sheets, but ultimately do have an enormous impact on 'bottom lines'.

Our interests range across organizations in all their forms and manifestations: businesses, from micro-enterprises to multinational corporations; institutions of formal learning, from schools to universities; public sector agencies; and non-government and community sector organizations. Our concern also extends beyond the boundaries of organizations to consider the dynamics of supply chains, organizational alliances, networks, communities of practice, and capacity building.

The organizational story may be different from situation to situation. However, across all of these contexts, a pragmatic focus persists—to examine the 'organization' and 'management' of groups of people collaborating to productive ends, and to analyze what makes for success and sustainability.

Knowledge Economy

Ours is the era of the 'knowledge economy'.

What might it mean to have a knowledge economy? Contemporary economies are increasingly dependent upon technologies which assist the flow of information. The value of an organization is also increasingly located in intangibles such as business systems, intellectual property, and the human skills base. In this sense, knowledge has become a key factor of production. And human needs have been transformed to the point where, in the marketplace, consumers focus on knowledge-representations as much as they do on physical entities—design, aesthetics, product concepts, brand associations, service values. If anything, these are the things that make the knowledge economy different from the industrial economy in its time.

Knowledge in Organizations

What, however, is this nebulous thing—knowledge—and how do we manage it?

Certainly, it is bigger than out-of-the box IT systems, or content management systems, or cloud software ensembles—things that are often sold as knowledge management 'solutions'. To be sure, the new technologies have the capacity to enable and transform. But knowledge is also the stuff of incessant talk, collaborative working relationships, personalized stories, and constant learning. It is, in fact, no less than the core of human capital.

With or without technology assistance, knowledge management involves transforming personal knowledge into common knowledge, implicit and individual knowledge into explicit and shared understandings, and everyday common sense into systematic designs. It is also the business of codifying these designs as information architectures, paradigms, or disciplines.

Not that this leaves the world of tacit understandings and individual subjectivity behind as a poor cousin to knowledge proper. On the contrary, herein lies the raw material of inspiration, imagination, and creativity. The shape of things has to be felt before it can be articulated.

It is the project of knowledge management to ensure that collaboration is institutionalized and that knowledge sharing occurs. As a result, wheels are not needlessly reinvented. Lessons are learned from mistakes, and these lessons shared. The knowledge of the organization or community is not dangerously depleted when a key person departs. Organizing knowledge creates more work, to be sure, but the longer term effect of this extra work should be to create less.

Knowledge is the process of connecting the stuff of the mind and the stuff of the world. It is not a recorded thing (data, information), or at least, it is not just that. Knowledge is a form of action. Knowing might be by experiencing (deep understandings, intuitions, or judgments based on extended immersion in a particular situation), or conceptualizing (knowing the underlying concepts and theories of a particular discipline, system, or vocation), or analyzing (linking cause with effect, interests with behaviors, purposes with outcomes), or applying (doing something practical again or anew). These are some of the ways in which knowing is done.





And what does knowing do? For one thing, it creates a different kind of organization. This organization is one in which certain kinds of knowledge rise to higher levels of validity. This is the knowledge that has been collaboratively constructed, is widely informed, is cross-referenced — and these processes give it a collegial or organizational imprimatur. This knowledge becomes authoritative to the extent that the processes of knowledge construction are made transparent. And the unidirectional (top-bottom, expert-novice, organization-customer) transmission of knowledge is replaced by knowledge as dialogue.

Culture in Organizations

Ours is an era when organizations are driven by culture, or so today's management thinkers tell us. This is in direct contrast to the focus on system and structure in an earlier era when management was considered to be an exact science.

On the micro-scale, teams are driven by shared values—or is it perhaps the complementarity of differences of knowledge and experience? On the corporate scale, organizations try to enlist employees to their visions and ethos—or is it perhaps a matter of creating an inclusive space in which everyone's motivations and energies are enlisted, even if they don't fit a single obvious corporate mold? On a market or community scale, organizations try to get close to customers and forge tight supply chain relationships—or is this really a matter of negotiating the differences that are inherent to a world of ever more finely differentiated niche markets and subtly or not-so-subtly divergent organizational cultures? And on the macro, global scale, we may find ourselves operating across one world market—or is it, perhaps, a world where, in crossing borders, successful organizations negotiate differences and become many things to many peoples?

Culture is a key organizational driver, but not because it has a simplistically unifying dynamic — of shared values, singular vision, and cloning to the ideal of the corporate person. The dynamic of effective contemporary organizational cultures, more often than not, is one of productive diversity. This is not the diversity of affirmative action and remedies for discrimination. Rather it is the diversity that is at the heart of organizational cultures, including workaday domains such as human resource management, product and service diversification strategy, sales and marketing into a myriad of niches, and customer relationship management which recognizes that no two customers are the same.

Change in Organizations

Ours is an era of massive change, sometimes liberating, other times traumatic.

Organizations find themselves buffeted by external forces: technological, market, political, and cultural. They are challenged to become ever more efficient, effective, productive, and competitive. How can they be active masters of change rather than reactive servants? How can change in organizations be driven by their people rather than the organization in the abstract? How can organizations change without their leaders having to drag along the led?

Organizations will fail if they are not capable of learning, in a collective sense, as well as ensuring the learning growth of the individuals who spend their days there at work. They will fail if they do not regard themselves as places of continuous personal and corporate reinvention, of individual and institutional transformation. The organization and every person within it needs to envision themselves, not as a change object, but as an agent of change.

This conference, journals, book imprint, and news blog attempt to address these and other dynamics of knowledge, culture, and change as they manifest themselves in organizations. The perspectives range from big picture analyses to detailed case studies which speak to the tangible value of organizational intangibles. They traverse a broad terrain, from theory and analysis to practical strategies for action.





The principal role of the Advisory Board is to drive the overall intellectual direction of the Organization Studies Research Network and to consult on our foundational themes as they evolve along with the currents of the field. Board members are invited to attend the annual conference and provide important insights on conference development, including suggestions for speakers, venues, and special themes. We also encourage board members to submit articles for publication consideration to the Organization Studies Journal Collection as well as proposals or completed manuscripts to the Organization Studies Book Imprint.

We are grateful for the continued service and support of the following world-class scholars and practitioners.

- Angel Algarra, Universidad CEU San Pablo, Madrid, Spain
- Zainal Ariffin, Universiti Sains Malaysia, Penang, Malaysia
- David Boyd, Northeastern University, Boston, USA
- Robert Brooks, Monash University, Melbourne, Australia
- Bruce Cronin, University of Greenwich Business School, London, UK
- Cristina Elorza, Universidad CEU San Pablo, Madrid, Spain
- Andrea Fried, Chemnitz University of Technology, Chemnitz, Germany
- David Gurteen, Gurteen Knowledge, Fleet, UK
- Sabine Hoffmann, REN International, Nice, France
- Stavros Ioannides, Panteion University, Athens, Greece
- Margaret Jackson, RMIT University, Melbourne, Australia
- Devon Jensen, University of Central Florida, Orlando, USA
- Martyn Laycock, University of Greenwich, London, UK
- Ana Martins, University of KwaZulu-Natal, South Africa
- Helen MacLennan, Saint Leo University, Saint Leo, USA
- Jennifer May Rindfleish, University of New England, Armidale, Australia
- Alexandra Roth, Northeastern University, Boston, USA
- Claudia Schmitz, Cenandu Learning Agency, Cologne, Germany
- Kirpal Singh, Singapore Management University, Singapore
- Dave Snowden, Cognitive Edge Pte, LTD, Singapore
- David Szabla, The George Washington University, Washington, D.C., USA
- Svetlana Vlado, City University of New York, Brooklyn College, Brooklyn, USA
- Alan Zaremba, Northeastern University, Boston, USA

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- **About:** Include information about yourself, including a linked CV in the top, dark blue bar.
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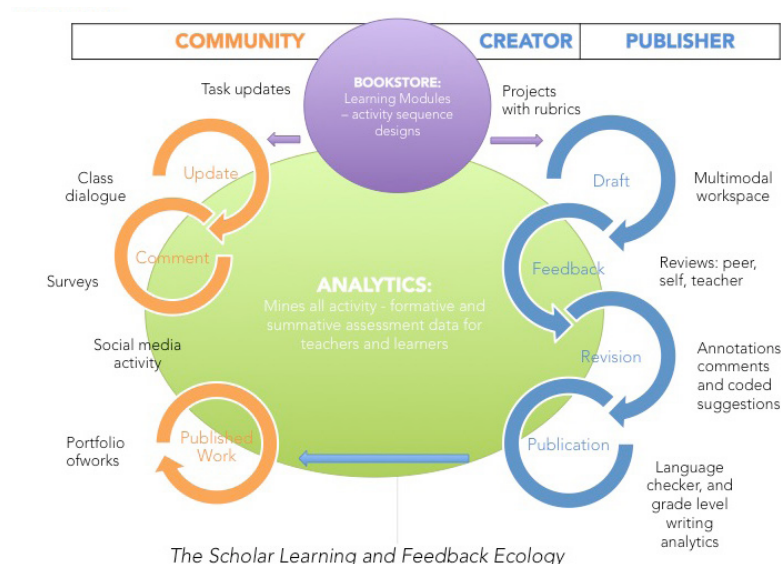
Scholar is a social knowledge platform that *transforms the patterns of interaction in learning by putting students first*, positioning them as knowledge producers instead of passive knowledge consumers. Scholar provides scaffolding to encourage making and sharing knowledge drawing from multiple sources rather than memorizing knowledge that has been presented to them.

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A collaborative research and development project between Common Ground and the College of Education at the University of Illinois, **Scholar** contains a Research Network space, a multimedia web writing space, a formative assessment environment that facilitates peer review, and a dashboard with aggregated machine and human formative and summative writing assessment data.

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- Create and distribute surveys.
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Scholar is a generation beyond learning management systems. It is what we term a *Digital Learning Platform*—it transforms learning by engaging students in powerfully horizontal "social knowledge" relationships. For more information, visit: <http://knowledge.cgscholar.com>.



Red de Investigación de Estudios Organizacionales

Explorando la naturaleza y el futuro de las organizaciones y sus impactos en la sociedad moderna



Fundada en 1993, la Red de Investigación de Estudios Organizacionales propicia un lugar de encuentro donde convergen el interés y la preocupación por explorar las nuevas posibilidades que ofrece el conocimiento, la cultura y la gestión del cambio, dentro de un contexto más amplio que engloba a la naturaleza y futuro de las organizaciones, así como del impacto que ejercen sobre la sociedad moderna.

El Congreso Internacional de Estudios Organizacionales se fundamenta en cuatro pilares clave: internacionalismo, interdisciplinariedad, inclusión e interacción. Concurren a la sede desde insignes eruditos hasta académicos emergentes, provenientes desde todos los rincones del planeta y representantes de una heterogeneidad de disciplinas y perspectivas que abarcan un amplio espectro. La gran variedad, en cuanto a tipos de sesión y modalidades de presentación que pone a su alcance, ofrece múltiples oportunidades para estimular el debate sobre las cuestiones fundamentales y consustanciales a este ámbito de estudio, y propicia el establecimiento de relaciones con académicos que proceden de culturas y áreas temáticas de diversa índole.

Publicaciones

Al participar en el congreso, los miembros de la Red de Investigación de Estudios Organizacionales tienen la posibilidad de publicar en la *Revista Internacional de Estudios Organizacionales*, en cuyo proceso de edición se concibe la revisión por pares desde una perspectiva constructiva e integradora.

Beneficios de la afiliación

Como miembro de la Red de Investigación, tiene acceso a una amplia diversidad de herramientas y recursos para su propio trabajo:

- Suscripción digital a las revistas en español y en inglés de la Red durante un año.
- Suscripción digital a la librería durante un año.
- Publicación de un artículo al año (previa revisión por pares).
- Participación como revisor en el proceso de revisión por pares.
- Suscripción al boletín digital de la comunidad, con noticias de la Red de Investigación.
- Opción de añadir un vídeo de presentación al canal de YouTube de la Red de Investigación.
- Acceso gratuito a la red social Scholar, incluyendo:
 - ◊ Perfil personal y portafolio de publicaciones.
 - ◊ Interacción y creación de comunidades académicas.
 - ◊ Facebook y Twitter opcional.
 - ◊ Uso complementario de la red en sus clases mediante la interacción con la comunidad Scholar, asistencia y asesoría en la revisión por pares y puesta en común de obras publicadas.





Aprendiendo a dirigir
organizaciones orientadas
hacia el futuro

Negociación del cambio
organizacional y las
respuestas organizativas
a los cambios sociales, de
las partes interesadas y del
mercado

Tema 1: Formación en gestión

- Nuevos tipos de organización: ¿qué necesita aprender hoy?
- Hacia el liderazgo: formación y entrenamiento para la gestión
- Entrenamiento y el desarrollo de recursos humanos
- Difuminando los límites: aprendizaje, entrenamiento y formación informales
- Nueva economía: ¿cual es la educación apropiada para los nuevos tipos de trabajo?
- Aprendizaje para la 'nueva economía'
- ¿Qué es el conocimiento? ¿Qué es el papel del aprendizaje?
- La 'sabiduría' en la economía del conocimiento
- La figura del mentor: cuando el liderazgo se une con la transferencia de conocimiento
- La colaboración como habilidad personal y como recurso organizativo.
- ¿Cómo se hace el 'trabajador del conocimiento'?
- Las instituciones educativas como gestores del conocimiento
- Las dinámicas del aprendizaje en adultos
- Formación y aprendizaje durante toda la vida

Tema 2: Gestión del cambio

- Organizaciones en cambio: ¿qué hacer para conseguir el éxito
- Organizaciones respondiendo al cambio: mercados, clientes, partes interesadas y expectativas de la comunidad
- Las tecnologías y los cambios organizativo
- Cambio de proceso en organizaciones y optimizando los sistemas
- Reestructuración: renovar, repensar y reevaluar
- Actualizaciones: quitando los sistemas antiguos y avanzando con nuevas tecnologías
- Turbulencia financiera: enfrentando momentos difíciles
- Cambio de liderazgo: negociando transiciones empresariales con éxito
- Atendiendo desafíos legales y reguladores en un entorno siempre cambiante



Conocimiento como un factor de producción

Tema 3: Gestión del conocimiento

- Gestionando los intangibles para resultados tangibles
- Conocimiento y cultura como factores de producción
- Reconceptualizando la 'economía' en una sociedad de conocimiento
- Asignando valores tangibles a los intangibles
- Nuevos indicadores de rendimiento para las nuevas economías
- Las condiciones para la innovación
- La argumentación empresarial para la gestión del conocimiento
- Desarrollando el capital intelectual y manteniendo la propiedad intelectual
- Transformando conocimiento personal en conocimiento común
- Datos, información y sus medios electrónicos de creación, almacenamiento, acceso y comunicación
- Más allá de la competición: creando eficiencias a través de las relaciones con la cadena de suministro
- Enfrentando las divisiones: digital, social y de desarrollo
- Las empresas virtuales en un mundo de redes
- Visión, estrategia y liderazgo: midiendo los efectos

Las culturas de organizaciones receptivas, productivas y respetadas

Tema 4: Culturas organizacionales

- ¿Qué es la cultura organizacional? 'Orgánica', 'comunitaria', 'complejidad', y otras metáforas
- Las angustias del cambio: trabajando con orden y caos; regularidad y complejidad
- Redes, agrupaciones, alianzas
- Construyendo culturas organizacionales colaborativas
- Toma de decisiones y liderazgo
- Construyendo una cultura de innovación
- Los equipos y las dinámicas colaborativas
- Diversidad productiva: sacando ventaja de las diferencias humanas
- Mujeres en el trabajo y mujeres en la gestión: ¿diferentes maneras de trabajar?
- Lugares de trabajo 'LGBTQ-friendly'
- Lugares de trabajo respetuosos con las familias.
- Desarrollando culturas organizacionales sostenibles: gobierno, comunidad y ONGs
- Desarrollo de capacidades: desarrollando el conocimiento a nivel local
- Globalización, internacionalización y cambio organizacional
- Personalización masiva: identificando diferencias en el mercado y en los clientes
- Navegando en la complejidad: las dinámicas del cambio organizacional
- Ética en los negocios





Intangibles organizativos y sus valores tangibles

El enfoque de esta Red de Investigación es explorar esos impulsores intangibles que determinan no solamente la habitabilidad de las organizaciones para los internos, sino también su credibilidad y atracción para los externos.

También impactan los resultados tangibles a través de eficacia, rendimiento y productividad. Los intangibles de la gestión del conocimiento, la cultura y el cambio no aparecen en los balances contables, pero finalmente tienen un enorme impacto en los “resultados”

Nuestros intereses varían a través de las organizaciones en todas sus formas y manifestaciones, negocios, desde microempresas a corporaciones multinacionales, instituciones de aprendizaje formal, desde escuelas a universidades; agencias del sector público y organizaciones no gubernamentales y del sector de la comunidad. Nuestra inquietud también se extiende más allá de las fronteras de organizaciones para considerar la dinámica de las cadenas de suministro, alianzas organizativas, redes, comunidades de práctica y construcción de capacidades.

La historia organizativa puede diferir de situación a situación. Sin embargo, a través de estos contextos persiste un enfoque pragmático—para examinar la “organización” y “gestión” de grupos de personas colaborando para fines productivos, y para analizar lo que conduce al éxito y sostenibilidad.

Economía del conocimiento

La nuestra es la era de la “economía del conocimiento”.

¿Qué podría significar tener una economía del conocimiento? Las economías contemporáneas dependen cada vez más de las tecnologías que ayudan al flujo de la información. El valor de una organización también se ubica en el aumento de intangibles tales como sistemas de negocios, propiedad intelectual y la base de habilidades humanas. En este sentido, el conocimiento se ha convertido en un factor clave de la producción. Y las necesidades humanas se han transformado al punto donde, en el mercado, los consumidores se enfocan en las representaciones del conocimiento, tanto como lo hacen en las entidades físicas—diseño, estética, conceptos de producto, asociaciones de marca, valores de servicio. En todo caso, estas son las cosas que hacen que la economía del conocimiento sea diferente de la economía industrial en su momento.

El conocimiento en las organizaciones

¿Qué es sin embargo, esta cosa nebulosa, el conocimiento, y cómo lo manejamos?

Ciertamente, es más grande que los sistemas TI listos para usarse, o sistemas de gestión de contenidos, o ensambles de software de nube—cosas que se venden normalmente como “soluciones” de gestión del conocimiento. Sin lugar a dudas, las nuevas tecnologías tienen la capacidad de habilitar y transformar. Pero el conocimiento es también la materia de conversación incesante, relaciones de trabajo colaborativas, historias personalizadas y aprendizaje constante. Es, de hecho, no menos que la esencia del capital humano.

Con o sin la asistencia de la tecnología, la gestión del conocimiento envuelve la transformación del conocimiento personal en el conocimiento común; el conocimiento implícito e individual en la comprensión explícita y compartida; y el sentido común cotidiano en diseños sistemáticos. También es el asunto de codificar estos diseños como arquitecturas de información, paradigmas o disciplinas.

No es que esto deje atrás el mundo de las comprensiones tácitas y de la subjetividad individual como el pariente pobre del conocimiento en sí. Por el contrario, aquí reside la materia prima de la inspiración, imaginación y creatividad. La forma de las cosas tiene que sentirse antes de poder articularse.



Es el objetivo de la gestión del conocimiento garantizar que la colaboración se institucionalice y que ocurra el intercambio del conocimiento. Como resultado, la rueda no se reinventa inútilmente. Se aprenden las lecciones desde los errores y estas lecciones se intercambian. El conocimiento de la organización o la comunidad no se agota peligrosamente cuando se va una persona clave. Organizar el conocimiento crea más trabajo, ciertamente, pero el efecto a largo plazo de este trabajo adicional debería ser crear menos.

El conocimiento es el proceso de conectar el material de la mente y el material del mundo. No es una cosa registrada (datos, información) o al menos no es solamente eso. El conocimiento es una forma de acción. El conocimiento puede darse por experimentación (comprensiones profundas, intuiciones o juicios con base en una inmersión extendida en una situación particular), o por conceptualización (conocer los conceptos subyacentes y teorías de una disciplina, sistema o vocación en particular), o análisis (relacionando causa con efecto, interés con conductas, objetivos con resultados) o por aplicación (hacer algo práctico otra vez o de nuevo). Estas son algunas de las maneras en las que se hace el conocimiento.

Y ¿qué hace el conocimiento? Para empezar, crea una clase de organización diferente. Esta organización es una en la cual ciertos tipos de conocimiento surgen a niveles más altos de validez. Este es el conocimiento que ha sido construido colaborativamente, es ampliamente informado, es una referencia cruzada — y estos procesos le brindan un visto bueno colegiado u organizativo. Este conocimiento se torna acreditado hasta el punto en que los procesos de la construcción del conocimiento se hacen transparentes. Y la unidireccional (superior-inferior, experto-principiante, organización-consumidor) transmisión del conocimiento se reemplaza por el conocimiento como un diálogo.

La cultura en las organizaciones

Nuestra era es una de organizaciones que están impulsadas por la cultura, o eso nos dicen los pensadores de la administración de hoy. Esto, en contraste directo con el sistema y la estructura de una era anterior, cuando la administración se consideraba una ciencia exacta.

En la microescala, los equipos están impulsados por valores compartidos—o ¿quizás es por la complementariedad de las diferencias en el conocimiento y la experiencia? A escala corporativa las organizaciones tratan de reclutar empleados según su visión y valores—o ¿es quizás un asunto de crear un espacio inclusivo en el cual las motivaciones y energías de todos se reclutan, incluso si ellos no se ajustan a un molde corporativo obvio único? En una escala de mercado o de comunidad, las organizaciones intentan acercarse a los clientes y forjar relaciones estrechas de cadena de suministro —o ¿será esto en realidad un asunto de negociar las diferencias que son inherentes a un mundo nichos de mercado cada vez más finamente diferenciados, y culturas organizativas divergentes sutiles o no tan sutiles? Y en la escala macro y global, podemos encontrarnos operando a través de un mercado mundial—o ¿es quizás un mundo donde, al cruzar las fronteras, las organizaciones exitosas negocian diferencias y se transforman en muchas cosas para muchas personas?

La cultura es el impulsor organizativo clave, pero no porque tiene una dinámica unificadora simplista—de valores compartidos, una visión singular y clonándose al ideal de una persona corporativa. Con mayor frecuencia la dinámica de las culturas organizativas contemporáneas efectivas es una de diversidad productiva. Esta no es la diversidad de la acción afirmativa y los remedios para la discriminación. Por el contrario, es la diversidad lo que es el corazón de las culturas organizativas, incluyendo ámbitos cotidianos tales como la gestión de recursos humanos, la estrategia de diversificación de productos y servicios, las ventas y comercialización en una miríada de nichos y la gestión de las relaciones con los clientes, que reconoce que no hay dos clientes iguales.



Cambio en las organizaciones

La nuestra es una era de cambio masivo, algunas veces liberador y en otras ocasiones traumático.

Las organizaciones se encuentran asediadas por fuerzas externas: tecnológicas, comerciales, políticas y culturales. Son desafiadas a ser cada vez más eficientes, efectivas, productivas y competitivas. ¿Cómo pueden ser maestros activos del cambio más que sirvientes reactivos? ¿Cómo se puede impulsar el cambio en las organizaciones por la gente más que la organización en abstracto? ¿Cómo pueden cambiar las organizaciones sin que sus líderes tengan que arrastrar a los que dirigen ?

Las organizaciones fallarán si no son capaces de aprender en un sentido colectivo, así como también asegurar el crecimiento de aprendizaje de los individuos que pasan sus días allí en el trabajo. Fallarán si no se ven a sí mismas como lugares de reinención personal y corporativa continuas, de transformación individual e institucional. La organización y cada persona dentro de ella necesita autoconcebirse no como un objeto de cambio sino como un agente de cambio.

Este congreso y revista intentan enfrentar estas y otras dinámicas de conocimiento, cultura y cambio conforme se manifiestan en organizaciones. Las perspectivas varían desde el análisis de la panorama general hasta casos de estudio detallados, que hablan al valor tangible de intangibles organizativos. Ellos atraviesan un terreno amplio, de la teorías y el análisis a las estrategias prácticas para la acción.



La función principal del Comité Científico es establecer la dirección intelectual general de la Red de Investigación de Estudios Organizacionales y dar asesoría en cuanto a nuestros temas fundamentales a medida que evolucionan con las tendencias del campo. Los miembros del comité están invitados a asistir al congreso anual y aportar sus ideas sobre el desarrollo del congreso, incluidas sugerencias para los conferencistas, sedes y temas destacados. También los animamos a enviar artículos para su posible publicación en la *Revista Internacional de Estudios Organizacionales*.

La Red de Investigación de Estudios Organizacionales agradece la colaboración y el apoyo continuos de los siguientes académicos y profesionales de categoría mundial.

- Raúl Rocha Romero, Universidad Nacional Autónoma de México, México
- M^a Concepción Rodríguez Argote, Universidad de Guanajuato, México
- Araceli María Rojo Gallego-Burín, Universidad de Granada, España
- Ma. Cruz Lozano Ramírez, Universidad Autónoma de Baja California, México
- Marisa Claudia Jacometo Durante, Faculdade La Salle de Lucas do Rio Verde, Brasil
- Omar Neme Castillo, Instituto Politécnico Nacional, México
- Sandro Nuno Ferreira de Serpa, Universidade dos Açores, Portugal
- Maria Julia Bordonado Bermejo, ESIC Business & Marketing School, España



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- Construya una *red de revisión por pares* en torno a su obra o sus cursos.

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2. Introduzca un "blip" (Una frase muy breve para describirse a sí mismo).
3. Haga clic en el enlace de "Find and join communities" ("Buscar y unirse a una comunidad") situado bajo YOUR COMMUNITIES (SUS COMUNIDADES) en la barra de navegación de la izquierda.
4. Busque una comunidad a la que unirse o cree una propia.

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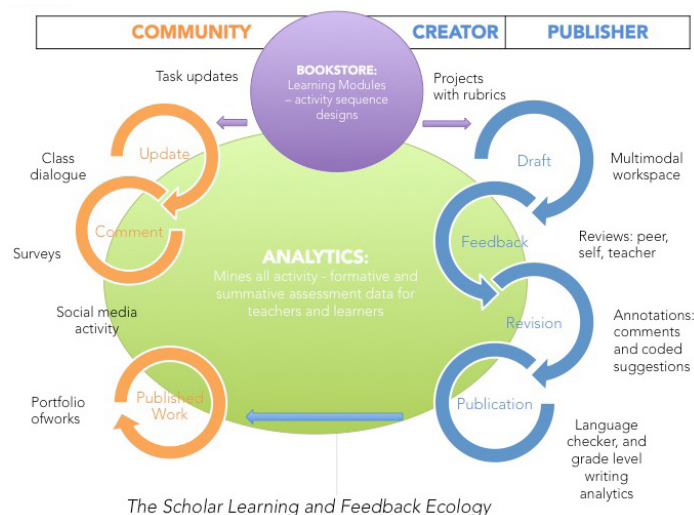
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Scholar también da respuesta a una de las preguntas fundamentales que los estudiantes e instructores suelen hacer: “¿Lo estoy haciendo bien?”. Los modelos típicos de evaluación suelen responder a esta pregunta demasiado tarde o bien de una manera que no resulta lo suficientemente clara para contribuir significativamente a una mejora en la enseñanza.

Como resultado de un proyecto colaborativo de investigación entre Common Ground y la Facultad de Educación de la Universidad de Illinois, Scholar tiene un espacio de Red de Investigación, una zona multimedia de escritura digital, un entorno de evaluación formativo que facilita la revisión por pares y una zona de evaluación de datos.

Las siguientes opciones de Scholar sólo están disponibles para miembros de la Red de Investigación de Common Ground. Póngase en contacto con nosotros en support@cgscholar.com si desea tener la cuenta complementaria de educador que viene incluida con la participación en un congreso de Common Ground.

- Cree proyectos para grupos de estudiantes, incluyendo revisión por pares, borradores, revisión y publicación.
- Publique el trabajo de cada estudiante en el portafolio personal, accesible en la web de discusión para la clase.
- Cree y realice estudios y encuestas.
- Evalúe el trabajo de un estudiante empleando diversos medidores en la zona de evaluación.



Scholar es la siguiente generación en los sistemas de gestión de aprendizaje. Es una *Plataforma Digital de Aprendizaje* que transforma el conocimiento involucrando a los estudiantes en relaciones sociales de conocimiento de corte horizontal.

Para más información, visite: <http://knowledge.cgscholar.com>.

Organization Studies Journal Collection

*Committed to being a definitive resource on new possibilities
in knowledge, culture, and change management, within the
broader context of the nature and future of organizations and
their impact on modern society*



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About

The focus of the journals in the Organization Studies Journal Collection is on those intangible drivers which determine not only the livability of organizations for insiders and their credibility and attraction to outsiders, but also their tangible results in the form of efficiency, effectiveness, and productivity. The intangibles of knowledge, culture, and change management do not appear on balance sheets, but ultimately do have an enormous impact on "bottom lines." The journals in this collection attempt to address dynamics of knowledge, culture, and change as they manifest themselves in organizations. The perspectives range from big picture analyses to detailed case studies which speak to the tangible value of organizational intangibles. They traverse a broad terrain, from theory and analysis to practical strategies.

This collection of journals is relevant for academics in the fields of management, social sciences, and education/training, research students, knowledge managers, trainers, industry consultants, and knowledge management and change practitioners—anyone with an interest in, and concern for, cultural change in organizations.

Editor

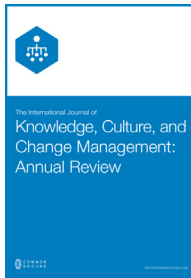


Ross Brinkert, Penn State Abington, Pennsylvania, USA

Reviewers

Articles published in the Organization Studies Journal Collection are peer reviewed by scholars who are active members of the Organization Studies Research Network. Reviewers may be past or present conference delegates, fellow submitters to the collection, or scholars who have volunteered to review papers (and have been screened by Common Ground's editorial team). This engagement with the Research Network, as well as Common Ground's synergistic and criterion-based evaluation system, distinguishes the peer review process from journals that have a more top-down approach to refereeing. Reviewers are assigned to papers based on their academic interests and scholarly expertise. In recognition of the valuable feedback and publication recommendations that they provide, reviewers are acknowledged as Reviewers in the volume that includes the paper(s) they reviewed. Thus, in addition to the Organization Studies Journal Collection's Editors and Advisory Board, the Reviewers contribute significantly to the overall editorial quality and content of the collection.





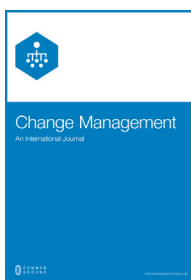
The International Journal of Knowledge, Culture, and Change Management: Annual Review

Indexing: Association of Business Schools (Grade One), Academic Search Alumni Edition (EBSCO), Academic Search Elite (EBSCO), Academic Search Premier (EBSCO), Academic Search Complete (EBSCO), Academic Search International (EBSCO), Genamics Journal Seek, Management Directory (Cabell's), Scopus, The Australian Research Council (ERA), Ulrich's Periodicals Directory

DOI: 10.18848/1447-9524/CGP

ISSN: 1447-9524 (print) | 1447-9575 (online)

About: *The International Journal of Knowledge, Culture, and Change Management: Annual Review* examines the nature of the organization in all its forms and manifestations.



Change Management: An International Journal

Indexing: Business Source Complete (EBSCO), Business Source Corporate Plus (EBSCO), Business Source International (EBSCO), Genamics Journal Seek, Management Directory (Cabell's), Scopus, Ulrich's Periodicals Directory

DOI: 10.18848/2327-798X/CGP

ISSN: 2327-798X (print) | 2327-9176 (online)

About: *Change Management: An International Journal* investigates the dynamics of negotiating organizational change, and organizational responses to social, stakeholder, and market change.



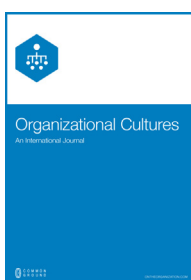
Knowledge Management: An International Journal

Indexing: Business Source Complete (EBSCO), Business Source Corporate Plus (EBSCO), Business Source International (EBSCO), Genamics Journal Seek, Management Directory (Cabell's), Scopus, Ulrich's Periodicals Directory

DOI: 10.18848/2327-7998/CGP

ISSN: 2327-7998 (print) | 2327-9249 (online)

About: *Knowledge Management: An International Journal* investigates the dynamics of the contemporary "knowledge economy," and the ways in which knowledge has become a key factor of production.



Organizational Cultures: An International Journal

Indexing: Business Source Complete (EBSCO), Business Source Corporate Plus (EBSCO), Business Source International (EBSCO), Genamics Journal Seek, Management Directory (Cabell's), Scopus, Ulrich's Periodicals Directory

DOI: 10.18848/2327-8013/CGP

ISSN: 2327-8013 (print) | 2327-932X (online)

About: *Organizational Cultures: An International Journal* explores success factors in the management of organizational culture in responsive, productive, and respected organizations.



The Publication Process

Our long-time authors are no-doubt familiar with using our CGPublisher system to submit and track the progress of articles for publication. After fifteen years of dependable service, we are making preparations to give CGPublisher a well-deserved retirement. As we preparing for this exciting change, some of the familiar processes will be changing. Authors will still receive messages throughout each phase of the publication process and can contact support@cgnetworks.org with any questions or concerns.

Step 1: Review the Requirements

All article submissions must meet the Article Requirements listed on our Author Guidelines page: <http://cgnetworks.org/support/author-guidelines>. Before submitting your article, please thoroughly review these requirements, and revise your article to follow these rules. Initial submissions that do not meet these requirements will be returned to the author(s) for revision.

Step 2: Upload the Submission

Once you have revised your initial submission to meet the article requirements, please visit our Article Submission page: <http://cgnetworks.org/support/submit>.

Step 3: Checking Progress

Once your article is received, you will receive updates on the status of its progress. During this time, legacy submissions will continue to be managed in CGPublisher while newer submissions will be managed internally by the editorial staff. Authors of both newer and legacy submissions will continue to receive status updates on the progress of their article.

- CGPublisher users can see the status an article by logging into CGPublisher at www.cgpublisher.com and status updates will be sent via email from cgpublisher.com.
- Authors of newer submissions can learn the status an article by contacting articlestatus@cgnetworks.org and status updates will be sent via email from articlestatus@cgnetworks.org.

Step 4: Initial Submission Accepted for Peer Review

Submitted articles are then verified against the Article Requirements (listed in the Author Guidelines). If your article satisfies these requirements, your identity and contact details are then removed, and the article is matched to two appropriate referees and sent for review. Please note, during this time authors are eligible to be selected as a reviewer for other articles in this same stage. Full details regarding the rules, expectations, and policies on peer review can be found on our Publication Ethics page listed under the Peer Review Policies section and our Publication Ethics and Malpractice Statement section: <http://cgnetworks.org/journals/publication-ethics>.

Step 5: Peer Review Decision

When both referee reports are returned, and after the referees' identities have been removed, you will be notified by email and provided with the reviewer reports. Articles that have been rejected once in the peer review process are allowed a second opportunity to be reviewed by two new reviewers. To be reviewed by two new reviewers, you will need to make revisions based on the comments and feedback of the first round of review, and these changes must be detailed using a change note: <http://cgnetworks.org/support/change-note-journal-article>. If an article is not accepted by peer review after this second opportunity, it will be withdrawn from consideration.

Step 6: Membership Confirmation

If your article has been accepted or accepted with revisions, it will enter the membership confirmation stage. We require at least one author associated with the article to have a unique Network Membership or Conference registration: <http://cgnetworks.org/support/register-for-a-membership>. Please note, a paid conference registration includes a complimentary Research Network Membership, which will allow you to skip this step.

Step 7: Publication Agreement

Next you will be asked to accept the Publishing Agreement. If you are interested in Hybrid Open Access, this step is the best time to register for Open Access Publication: <http://cgnetworks.org/journals/hybrid-open-access>.





Step 8: Prepare the Final Submission

After the publication agreement is final, you will have thirty days to complete any revisions to your final submission and return your article. Please ensure your final submission meets the Final Submission Requirements before returning your article: <http://cgnetworks.org/support/final-submission-downloads-and-guides>. This includes such criteria as the correct use of the Chicago Manual of Style (seventeenth edition) and the other listed requirements: <http://cgnetworks.org/support/chicago-manual-of-style-citations-quick-guide>. Articles that have been accepted with revisions will require a change note to be included with the final submission. Articles that do not meet these requirements will be returned for revision until these requirements are satisfied.

Step 9: Final Checks ("Ready for Typesetting" in CGPublisher)

Once we have received the final submission of your article, our Publishing Department will give your article a final review. During this step, CGPublisher users will see a workflow status listed as "Ready for Typesetting," indicating that the final submission is ready for inspection.

Step 10: Copy Editing and Proof Inspection

If the final submission meets the Final Submission Requirements, the article will enter Copy Editing. During Copy Editing, our editorial staff will note minor problems with citations, references, grammar, spelling, or formatting. The author(s) will be responsible for correcting these noted problems. Careful adherence to the article template and the citation style guide will greatly minimize the need for corrections. After all copy editing notes have been resolved, we will create a typeset proof for the author(s) to inspect.

Step 11: Article Publication

Individual articles are published "Web First" to our CG Scholar DOI: <https://cgscholar.com/bookstore>. After web-first publication, complete journal issues follow annually, biannually, or quarterly depending on the journal. Web-first published articles include a full citation and a registered DOI permalink. Be sure to keep your CG Scholar profile up-to-date (<https://cgscholar.com/identity>) and add your ORCID iD (<https://orcid.org/register>) to maximize your article visibility.

Submission Timeline

You may submit your article for publication to the journal at any time throughout the year. The rolling submission deadlines are as follows:

- Submission Round One – 15 January
- Submission Round Two – 15 April
- Submission Round Three – 15 July
- Submission Round Four – 15 October

Note: If your article is submitted after the final deadline for the volume, it will be considered for the following year's volume. The sooner you submit, the sooner your article will begin the peer review process. Also, because we publish "Web First," early submission means that your article will be published with a full citation as soon as it is ready, even if that is before the full issue is published.



International Award for Excellence

The Organization Studies Journal Collection presents an annual International Award for Excellence for new research or thinking in the area of the changing social dynamics of aging. All articles submitted for publication in The Organization Studies Journal Collection are entered into consideration for this award. The review committee for the award is selected from the International Advisory Board for the journal and the annual Organization Studies Conference. The committee selects the winning article from the ten highest-ranked articles emerging from the review process and according to the selection criteria outlined in the reviewer guidelines.

Award Winner, Volume No. 18

Jamie O'Brien, Associate Professor, Donald J. Schneider School of Business & Economics, St. Norbert College, De Pere, USA

For the Article

"The Need for Competing Commitments Research: Coping with Change in Knowledge Management," *Change Management: An International Journal*, Volume 18, Issue 1

DOI: 10.18848/2327-798X/CGP/v18i01/1-14

Abstract

Experiencing regular change for organizations is the new status quo. For every leader who finds themselves in this situation, there are many organizational members called upon to exercise leadership over a change project or a team in the change process. When employees find themselves in these roles, they are soon confronted with a set of daunting recognitions: Leadership involves trying to affect change; it is very difficult to bring about change in any human group without change to the individual; it is very hard to sustain significant change, and it is very difficult to lead on behalf of others. Organizational psychologists have termed some of the problems associated with this "competition commitments"—or, immunity to change. This research aims to discuss the need for competing commitment research and coping with change in knowledge management (KM) research, an area that has not been explored in the KM research. This article asks how academics and practitioners in change management and knowledge management can use competing commitments theory in the field.



Hybrid Open Access

All Common Ground Journals are Hybrid Open Access. Hybrid Open Access is an option increasingly offered by both university presses and well-known commercial publishers.

Hybrid Open Access means some articles are available only to subscribers, while others are made available at no charge to anyone searching the web. Authors pay an additional fee for the open access option. Authors may do this because open access is a requirement of their research-funding agency, or they may do this so non-subscribers can access their article for free.

Common Ground's open access charge is \$250 per article—a very reasonable price compared to our hybrid open access competitors and purely open access journals resourced with an author publication fee. Digital articles are normally only available through individual or institutional subscriptions or for purchase at \$5 per article. However, if you choose to make your article Open Access, this means anyone on the web may download it for free.

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Common Ground is proud to announce an exciting new model of scholarly publishing called Institutional Open Access.

Institutional Open Access allows faculty and graduate students to submit articles to Common Ground journals for unrestricted open access publication. These articles will be freely and publicly available to the whole world through our hybrid open access infrastructure. With Institutional Open Access, instead of the author paying a per-article open access fee, institutions pay a set annual fee that entitles their students and faculty to publish a given number of open access articles each year.

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For more information on how to make your article Open Access, or information on Institutional Open Access, please contact us at support@cgnetworks.org.



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As part of each conference registration, all conference participants (both virtual and in-person) have a one-year digital subscription to the entire Organization Studies Journal Collection. This complimentary personal subscription grants access to both the current volume of the collection as well as the entire backlist. The period of complimentary access begins at the time of registration and ends one year after the close of the conference. After that time, delegates may purchase a personal subscription.

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Library Recommendations

Fill out the Library Recommendation form from our website to recommend that your institution subscribe to the Organization Studies Journal Collection: <https://cgnetworks.org/support/recommend-an-index>.



Revista Internacional de Estudios Organizacionales

Comprometida a ser un recurso definitivo de las nuevas posibilidades en la gestión de conocimiento, la cultura y el cambio dentro del contexto más general de la naturaleza y el futuro de las organizaciones y su impacto en la sociedad moderna

**ISSN:**

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Fundación:

2012

Frecuencia de publicación:

semestral

DOI:

10.18848/2575-6052/CGP

La *Revista Internacional de Estudios Organizacionales* examina la naturaleza de las organizaciones en todas sus formas y manifestaciones: empresas (desde las pequeñas y medianas empresas hasta las multinacionales), instituciones educativas (desde preescolar hasta universidades y de formación profesional), organismos y agencias del sector público, organizaciones no-gubernamentales, política económica, etc. Sus contenidos se extienden también más allá de los límites de las organizaciones: considera la dinámica de las cadenas de suministro, las alianzas organizativas, los lobbies y las redes empresariales y de conocimiento, las comunidades de práctica, la innovación, la creación de valor, etc. En medio de todas estas perspectivas, se mantiene un enfoque pragmático que busca re-examinar las nociones de "organización" y de "gestión" de grupos de personas que colaboran para fines productivos, y analizar los factores que conducen al éxito y a la sostenibilidad.

El enfoque de la revista apunta a los parámetros intangibles que determinan, no sólo la fiabilidad de las organizaciones desde la perspectiva interna y su credibilidad de cara al exterior, sino también aquellos que determinan resultados tangibles en forma de eficiencia, eficacia y productividad. Los activos intangibles como el conocimientos, la cultura y la gestión del cambio no aparecen en los balances, pero tienen en última instancia un enorme impacto en el negocio. La revista trata de abordar cómo el conocimiento, la cultura y el cambio se manifiestan en las organizaciones. Los artículos abarcan tanto análisis teóricos generales hasta estudios de caso detallados que versan sobre estrategias prácticas o sobre la manera de convertir en valores tangibles los intangibles de las organizaciones, la conversión del conocimiento tácito en explícito.

La revista es relevante para académicos en los campos de la gestión, las ciencias económicas, las ciencias sociales y la educación/formación, para investigadores, gestores del conocimiento, estudiantes, formadores, consultores de la industria, economistas, empresarios y emprendedores, profesionales de recursos humanos, expertos en gestión del cambio y, en definitiva, cualquier persona con interés y preocupación por la gestión y por el cambio cultural en las organizaciones.

Revisores

Los artículos publicados en la *Revista Internacional de Estudios Organizacionales* se someten a la revisión de académicos que son miembros activos de la Red de Investigación de Estudios Organizacionales. Los revisores pueden ser ponentes del congreso de este año o de congresos anteriores, autores de artículos de la revista o académicos que han ofrecido su colaboración voluntaria para revisar artículos, y a quienes el equipo editorial de Common Ground ha seleccionado. Este compromiso con la Red de Investigación, así como el sistema de evaluación de Common Ground, sinérgico y basado en criterios, distinguen el proceso de revisión por pares de la *Revista Internacional de Estudios Organizacionales* de otras publicaciones que tienen métodos de revisión más verticales, centrados en el director.

Organization Studies Book Imprint

*Aiming to set new standards in participatory knowledge
creation and scholarly publication*



Call for Books

The Organization Studies Research Network is setting new standards of rigorous academic knowledge creation and scholarly publication. If your book is a brilliant contribution to a specialist area of knowledge that only serves a small intellectual community, we still want to publish it.

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Books should be between 30,000 and 150,000 words in length. They are published simultaneously in print and electronic formats. To publish a book, please send us a proposal including:

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- Author(s)/editor(s)
- Draft back-cover blurb
- Author bio notes(s)
- Table of contents
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- Sample chapters or complete manuscript
- Manuscript submission date

Submit proposals by email to books@cgnetworks.org. Please note the book imprint to which you are submitting in the subject line.

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We welcome proposals or completed manuscripts between 30,000 words and 150,000 words in length that fall into one of the following categories:



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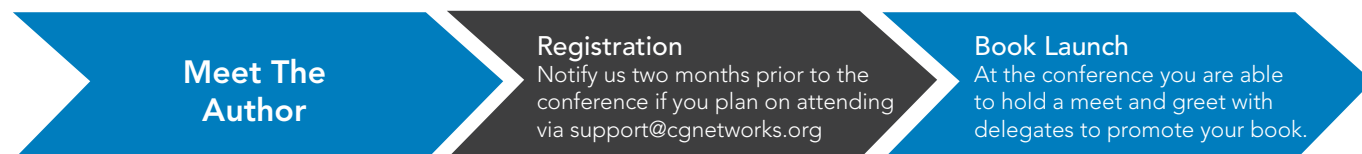


Better Feedback

Our process pairs authors with reviewers specialized in the area topic.



Author Support



Five Minute Q&A Video

Newly published authors are encouraged to send in a five minute video about themselves that will allow them to interact with their readers. Once approved, the video will be uploaded to scholar, and shared through Common Ground Research Networks social media.

- What made you write about this subject?
- What is your favorite chapter of the book?
- What is your writing process like?
- What is the message that you would take away from your book?



Scholar Account

Every author is given a Common Ground Scholar Account. This account will allow learners to represent their knowledge multi-modally in the 'cloud' - with text, image, audio, video and dataset, all in the one space. A space to interact with people who have read or who are interested in your book. Scholar acts as your own scholarly social network for you to promote your book and interact with peers in a similar field of study.

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Common Ground Research Networks is seeking distinguished peer reviewers to evaluate book manuscripts.

As part of our commitment to intellectual excellence and a rigorous reviewing process, Common Ground sends book manuscripts that have received initial editorial approval to peer reviewers to further evaluate and provide constructive feedback. The comments and guidance that these reviewers supply is invaluable to our authors and essential part of the publication process.

We recognize the important role of reviewers by acknowledging book reviewers as members of the Editorial Review Board for a period of at least one year. The list of members of the Editorial Review Board will be posted on our website.

If you would like to review book manuscripts, please send an email to books@cgnetworks.org with:



A brief description of your professional credentials



A list of your areas of interest and expertise

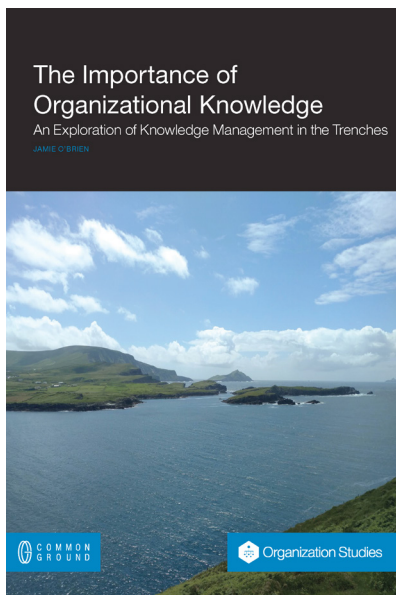


A copy of your CV with current contact details



Organization Studies Book Imprint

Previously Published Books

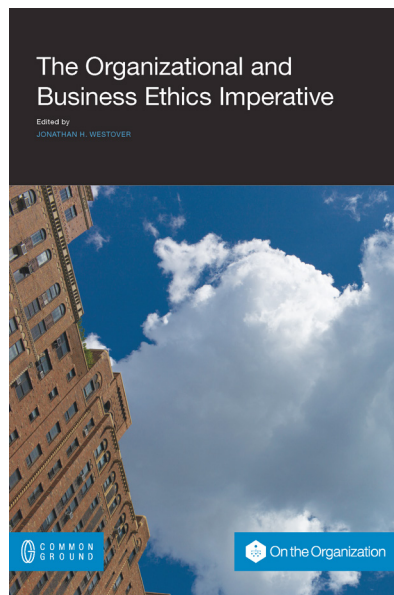


The Importance of Organizational Knowledge: An Exploration of Knowledge Management in the Trenches

Jamie O'Brien

DOI:
10.18848/978-1-6122-9961-7/CGP

This book aims to discuss the importance of organizational knowledge in the context of several knowledge management-system implementations at two high-technology medical device organizations.

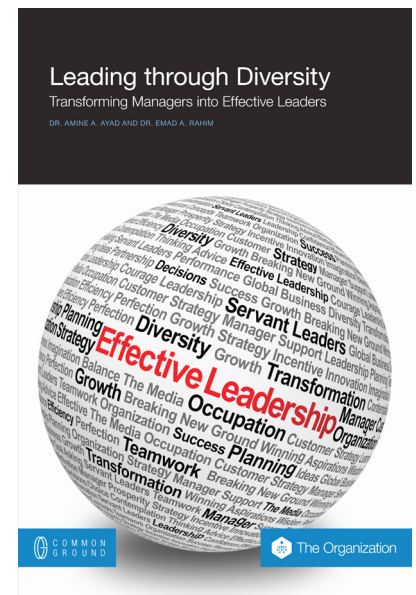


The Organizational and Business Ethics Imperative

Jonathan H. Westover (ed.)

DOI:
10.18848/978-1-61229-780-4/CGP

One need only turn on the news or briefly peruse the daily headlines to see countless examples and evidences of ethical failures in all aspects of our daily lives. The impacts of these ethical missteps can be far reaching, often with everyone in society paying the price in some way.



Leading through Diversity: Transforming Managers into Effective Leaders

Emad Rahim and Amine Ayad

DOI:
10.18848/978-1-61229-083-6/CGP

Dr. Ayad and Dr. Rahim build on their vast and diverse experience to translate academic concepts of leadership into a practical roadmap for students as well as managers, executives, and business leaders.



International Conference on Knowledge, Culture, and Change in Organizations

*Curating global interdisciplinary spaces, supporting
professionally rewarding relationships*

Congreso Internacional de Conocimiento, Cultura y Cambio en Organizaciones

*Conservando los espacios globales interdisciplinarios,
apoyando las relaciones profesionalmente satisfactorias*



Conference History

Founded in 1993, the International Conference on Knowledge, Culture, and Change in Organizations provides a meeting place for the investigation of knowledge-based social and economic change. Perspectives at the conference range from big picture analyses, to detailed case studies of practice, traversing a broad terrain, from theory to strategies for action. In 2010, the World Universities Forum combined with the International Conference on Knowledge, Culture, and Change in Organizations.

The International Conference on Knowledge, Culture, and Change in Organizations is built upon four key features: Internationalism, Interdisciplinarity, Inclusiveness, and Interaction. Conference delegates include leaders in the field as well as emerging scholars, who travel to the conference from all corners of the globe and represent a broad range of disciplines and perspectives. A variety of presentation options and session types offer delegates multiple opportunities to engage, to discuss key issues in the field, and to build relationships with scholars from other cultures and disciplines.

Past Conferences

- 1993 - Hilton Hotel, Sydney, Australia
- 1995 - Wesley Conference Centre, Sydney, Australia
- 2003 - Universiti Sains Malaysia, Penang, Malaysia
- 2004 - University of Greenwich, London, United Kingdom
- 2005 - University of the Aegean, Rhodes, Greece
- 2006 - Monash University Centre, Prato, Italy
- 2007 - Singapore Management University, Singapore
- 2008 - Cambridge University, Cambridge, United Kingdom
- 2009 - Northeastern University, Boston, USA
- 2010 - HEC Montréal, Montréal, Canada
- 2011 - Universidad San Pablo CEU, Madrid, Spain
- 2012 - University Center, Chicago, USA
- 2013 - UBC Robson Square, Vancouver, Canada
- 2014 - Saïd Business School at the University of Oxford, Oxford, UK
- 2015 - University of California, Berkeley, USA
- 2016 - University of Hawaii at Manoa, Honolulu, USA
- 2017 - Charles Darwin University, Darwin, Australia
- 2018 - University of Konstanz, Konstanz, Germany





Plenary Speaker Highlights

The International Conference on Knowledge, Culture, and Change in Organizations has a rich history of featuring leading and emerging voices from the field, including:

- Gibor Basri, Professor, University of California, Berkeley, USA (2014)
- David Gurteen, Founder, Gurteen Knowledge, London, UK (2004)
- Richard Harris, Deputy Dean, University of Durham, Durham, UK (2009)
- Nuzhat Jafri, Executive Director, Office of the Fairness Commissioner, Ontario, Canada (2010)
- Leslie Johnson, Emeritus Professor, University of Greenwich Business School, London, UK (2004)
- Samantha Miles, Reader in Accounting & Finance, Oxford Brookes University, Oxford, UK (2013)
- Bruce Payne, Founding Director, Graduate Program in Arts Administration, Baruch College, New York, USA (2007)
- Anne H. Reilly, Professor, Loyola University, Chicago, USA (2012)
- Alexandra V. Roth, Executive Professor, Northeastern University, Boston, USA (2008)
- Kirpal Singh, Director, Wee Kim Centre, Singapore Management University, Singapore (2003)
- Dave Snowden, Founder & Chief Scientific Officer, Cognitive Edge, Singapore (2003)
- Thomas A. Stewart, Executive Director, National Center for the Middle Market, Ohio State University, Columbus, USA (2004)

Past Partners

Over the years the International Conference on Knowledge, Culture, and Change in Organizations has had the pleasure of working with the following organizations:



International Graduate Center for Education,
Charles Darwin University, Australia (2017)



Gurteen Knowledge,
London, UK (2005)



RMIT Business,
Melbourne, Australia (2003)



Singapore Institute of Management,
Singapore (2003)



The Business School,
University of Greenwich,
London, UK (2004)



Universidad San Pablo CEU,
Madrid, Spain (2011)



Universiti Sains Malaysia,
Penang, Malaysia (2003)



University of the Aegean,
Rhodes, Greece (2005)



Conference Principles and Features

The structure of the conference is based on four core principles that pervade all aspects of the research network:

International

This conference travels around the world to provide opportunities for delegates to see and experience different countries and locations. But more importantly, the International Conference on Knowledge, Culture, and Change in Organizations offers a tangible and meaningful opportunity to engage with scholars from a diversity of cultures and perspectives. This year, delegates from over 19 countries are in attendance, offering a unique and unparalleled opportunity to engage directly with colleagues from all corners of the globe.

Interdisciplinary

Unlike association conferences attended by delegates with similar backgrounds and specialties, this conference brings together researchers, practitioners, and scholars from a wide range of disciplines who have a shared interest in the themes and concerns of this research network. As a result, topics are broached from a variety of perspectives, interdisciplinary methods are applauded, and mutual respect and collaboration are encouraged.

Inclusive

Anyone whose scholarly work is sound and relevant is welcome to participate in this research network and conference, regardless of discipline, culture, institution, or career path. Whether an emeritus professor, graduate student, researcher, teacher, policymaker, practitioner, or administrator, your work and your voice can contribute to the collective body of knowledge that is created and shared by this network.

Interactive

To take full advantage of the rich diversity of cultures, backgrounds, and perspectives represented at the conference, there must be ample opportunities to speak, listen, engage, and interact. A variety of session formats, from more to less structured, are offered throughout the conference to provide these opportunities.

Become a Partner

Common Ground Research Networks has a long history of meaningful and substantive partnerships with universities, research institutes, government bodies, and non-governmental organizations. Developing these partnerships is a pillar of our Research Network agenda. There are a number of ways you can partner with a Common Ground Research Network. Contact us at support@organization-studies.com to become a partner.





Principios y características del congreso

La estructura del congreso se basa en cuatro principios básicos que impregnan todos los aspectos de la Red de Investigación:

Internacional

El congreso se celebra en diferentes lugares del mundo para proporcionar oportunidades de que los ponentes vean y experimenten diferentes países y ubicaciones. Pero, aún más importante, es el hecho de que el Congreso Internacional de Conocimiento, Cultura y Cambio en Organizaciones ofrece una oportunidad tangible y significativa para tomar contacto con académicos de diversidad de culturas y perspectivas. Este año asistirán ponentes de 19 países, ofreciendo una oportunidad única y sin igual de tener trato directo con colegas de todos los rincones del mundo.

Interdisciplinario

A diferencia de congresos de asociaciones en que asisten delegados con experiencias y especialidades similares, estos congresos reúnen a investigadores, profesionales y académicos de una amplia gama de disciplinas, que comparten su interés en los temas y las preocupaciones de esta red. Como resultado, los temas se abordan desde una variedad de perspectivas, se elogian los métodos interdisciplinarios y se anima el respeto mutuo y la colaboración.

Incluyente

Se da la bienvenida a cualquiera cuyo trabajo académico sea sólido y competente tanto en las redes como en los congresos, sin importar su disciplina, cultura, institución o carrera. Ya sea un profesor emérito, un estudiante graduado, investigador, docente, político, profesional o administrador, su trabajo y su voz pueden contribuir a la base colectiva de conocimiento que se crea y se comparte en estas redes.

Interactivo

Para aprovechar completamente la rica diversidad de culturas, antecedentes y perspectivas representadas en estos congresos, debe haber amplias oportunidades de hablar, escuchar, participar e interactuar. Se ofrece una variedad de formatos de sesión más o menos estructuradas a través de ambos congresos para proporcionar estas oportunidades.



Plenary

Plenary speakers, chosen from among the world's leading thinkers, offer formal presentations on topics of broad interest to the network and conference delegation. One or more speakers are scheduled into a plenary session, most often the first session of the day. As a general rule, there are no questions or discussion during these sessions. Instead, plenary speakers answer questions and participate in informal, extended discussions during their Garden Conversations.



Garden Conversation

Garden Conversations are informal, unstructured sessions that allow delegates a chance to meet plenary speakers and talk with them at length about the issues arising from their presentation. When the venue and weather allow, we try to arrange for a circle of chairs to be placed outdoors.



Talking Circles

Held on the first day of the conference, Talking Circles offer an early opportunity to meet other delegates with similar interests and concerns. Delegates self-select into groups based on broad thematic areas and then engage in extended discussion about the issues and concerns they feel are of utmost importance to that segment of the community. Questions like "Who are we?", "What is our common ground?", "What are the current challenges facing society in this area?", "What challenges do we face in constructing knowledge and effecting meaningful change in this area?" may guide the conversation. When possible, a second Talking Circle is held on the final day of the conference, for the original group to reconvene and discuss changes in their perspectives and understandings as a result of the conference experience. Reports from the Talking Circles provide a framework for the delegates' final discussions during the Closing Session.



Themed Paper Presentations

Paper presentations are grouped by general themes or topics into sessions comprised of three or four presentations followed by group discussion. Each presenter in the session makes a formal twenty-minute presentation of their work; Q&A and group discussion follow after all have presented. Session Chairs introduce the speakers, keep time on the presentations, and facilitate the discussion. Each presenter's formal, written paper will be available to participants if accepted to the journal.



Colloquium

Colloquium sessions are organized by a group of colleagues who wish to present various dimensions of a project or perspectives on an issue. Four or five short formal presentations are followed by a moderator. A single article or multiple articles may be submitted to the journal based on the content of a colloquium session.



Poster Sessions

Poster sessions present preliminary results of works in progress or projects that lend themselves to visual displays and representations. These sessions allow for engagement in informal discussions about the work with interested delegates throughout the session.



Ponencias plenarias

Los ponentes plenarios, elegidos de entre los más destacados pensadores del mundo, ofrecen ponencias formales sobre temas de amplio interés para la Red de Investigación y los participantes del congreso. Por regla general no hay preguntas ni conversación durante estas sesiones. Los ponentes plenarios responden preguntas y participan en charlas informales y prolongadas durante sus charlas de jardín.



Charlas de jardín

Las conversaciones en el jardín son sesiones informales no estructuradas que brindan a los delegados la oportunidad de reunirse con ponentes plenarios y conversar tranquilamente sobre temas derivados de su ponencia. Cuando el lugar y el clima lo permiten tratamos de acomodar sillas en círculo en el exterior.



Mesas redondas

Celebradas el primer día del congreso, las Mesas redondas constituyen una de las primeras oportunidades para conocer a otros participantes con intereses y preocupaciones similares. Los participantes eligen los grupos que prefieren según grandes áreas temáticas y se sumergen en largas conversaciones sobre los asuntos y preocupaciones que les parecen de mayor relevancia para ese segmento de la red de investigación. Quizá guíen la conversación preguntas como "¿Quiénes somos?", "¿Qué tenemos en común?", "¿Qué retos enfrenta hoy la sociedad en esta materia?", "¿Qué desafíos afrontamos para construir conocimiento y operar cambios significativos en este asunto?" Cuando es posible, se lleva a cabo una segunda Mesa redonda el último día del congreso, para que el grupo original vuelva a reunirse y discuta sus cambios de puntos de vista y opiniones a raíz de la experiencia del congreso. Los informes de las Mesas redondas dan a los participantes un marco para sus últimas conversaciones durante la sesión de clausura.



Ponencias temáticas

Las ponencias temáticas se agrupan por temas generales en sesiones compuestas por tres o cuatro ponencias, seguidas de una discusión grupal. Cada ponente de la sesión realiza una ponencia formal de su trabajo, que dura 20 minutos; una vez presentados todos, sigue una sesión de preguntas y respuestas, y una de discusión grupal. Los moderadores de la sesión presentan a los ponentes, miden el tiempo de las ponencias y facilitan la discusión.



Coloquios

Los coloquios son organizados por un grupo de colegas que desean presentar varias dimensiones de un proyecto o perspectivas sobre un asunto. A cuatro o cinco ponencias formales breves siguen comentarios, discusiones grupales o ambos. Se puede presentar a la revista uno solo o múltiples artículos con base en el contenido de un coloquio.



Sesiones de pósteres

Las sesiones de pósteres presentan los resultados preliminares en progreso o proyectos que se prestan a proyecciones y representaciones visuales. Estas sesiones permiten participar en discusiones informales con delegados interesados acerca del trabajo.



Focused Discussion

For work that is best discussed or debated, rather than reported on through a formal presentation, these sessions provide a forum for an extended “roundtable” conversation between an author and a small group of interested colleagues. Several such discussions occur simultaneously in a specified area, with each author’s table designated by a number corresponding to the title and topic listed in the program schedule. Summaries of the author’s key ideas, or points of discussion, are used to stimulate and guide the discourse. A single article, based on the scholarly work and informed by the focused discussion as appropriate, may be submitted to the journal.



Workshop/Interactive Session

Workshop sessions involve extensive interaction between presenters and participants around an idea or hands-on experience of a practice. These sessions may also take the form of a crafted panel, staged conversation, dialogue or debate—all involving substantial interaction with the audience. A single article (jointly authored, if appropriate) may be submitted to the journal based on a workshop session.



Innovation Showcase

Researchers and innovators present products or research and development. All presentations should be grounded in presenters research experience. Promotional conversations are permissible, however, products or services may not be sold at the conference venue.



Virtual Lightning Talk

Lightning talks are 5-minute “flash” video presentations. Authors present summaries or overviews of their work, describing the essential features (related to purpose, procedures, outcomes, or product). Like Paper Presentations, Lightning Talks are grouped according to topic or perspective into themed sessions. Authors are welcome to submit traditional “lecture style” videos or videos that use visual supports like PowerPoint. Final videos must be submitted at least one month prior to the conference start date. After the conference, videos are then presented on the research network YouTube channel. Full papers based on the virtual poster can also be submitted for consideration in the journal.



Virtual Poster

This format is ideal for presenting preliminary results of work in progress or for projects that lend themselves to visual displays and representations. Each poster should include a brief abstract of the purpose and procedures of the work. After acceptance, presenters are provided with a template and Virtual Posters are submitted as a PDF. Final posters must be submitted at least one month prior to the conference start date. Full papers based on the virtual poster can also be submitted for consideration in the journal.



Discusiones enfocadas

Para un trabajo que se presta más a la discusión o el debate, mejor que exponerlo mediante una ponencia formal, estas sesiones proporcionan un foro para una conversación de mesa redonda extendida entre un autor y un pequeño grupo de colegas interesados. Varias de dichas discusiones ocurren simultáneamente en un área especificada, con cada mesa de autor designada por un número correspondiente al título y tema enumerado en el programa previsto. Se usan resúmenes de las ideas principales del autor o de puntos de discusión para estimular y guiar el discurso. Se puede enviar a la revista un solo artículo con base en el trabajo académico e informado por la discusión centrada como corresponda.



Talleres

Los talleres implican una amplia interacción entre ponentes y participantes en torno a una idea o una experiencia práctica de una disciplina aplicada. Estas sesiones también pueden adoptar formato de panel, conversación, diálogo o debate preparados, todos con una considerable participación del público. En un taller puede someterse a aprobación para la revista un solo artículo (de varios autores, si se considera oportuno).



Exposición de innovaciones

Investigadores e innovadores muestran sus productos o sus ideas en lo concerniente a I+D. Todas las presentaciones deben basarse en la experiencia investigadora de los ponentes. Se permite la promoción de productos o servicios, pero no su venta en la sede del Congreso.



Ponencia virtual breve

La ponencia virtual breve es una presentación rápida en vídeos de 5 minutos. Los autores presentan resúmenes o perspectivas generales sobre su trabajo, describiendo las características principales (como propósito, procedimiento y resultado). De la misma manera que las ponencias de artículos, las charlas rápidas se agrupan de acuerdo con los temas o perspectivas en sesiones temáticas. Animamos a los autores a enviar vídeos en el tradicional estilo de conferencia o vídeos que empleen apoyo visual como PowerPoint. El vídeo final debe enviarse con un mes de antelación a la fecha de inicio del congreso. Después del congreso, los vídeos se subirán al canal de YouTube de la Red de Investigación. Los artículos completos basados en ponencias virtuales breves también se pueden enviar para considerarlos para la revista.



Póster virtual

Este formato es ideal para presentar los resultados preliminares de trabajo en progreso o proyectos que se prestan a proyecciones y representaciones visuales. Cada póster debe incluir un breve resumen del objetivo y procedimientos del trabajo. Después de la aceptación, se les brinda una plantilla a los presentadores y los pósteres virtuales se envían como un PDF o un PowerPoint. Los pósteres finales se deben enviar al menos un mes antes de la fecha de inicio del congreso. Los artículos completos basados en un póster virtual también se pueden enviar para considerarlos para la revista.



Thursday, 21 February / Jueves, 21 de febrero

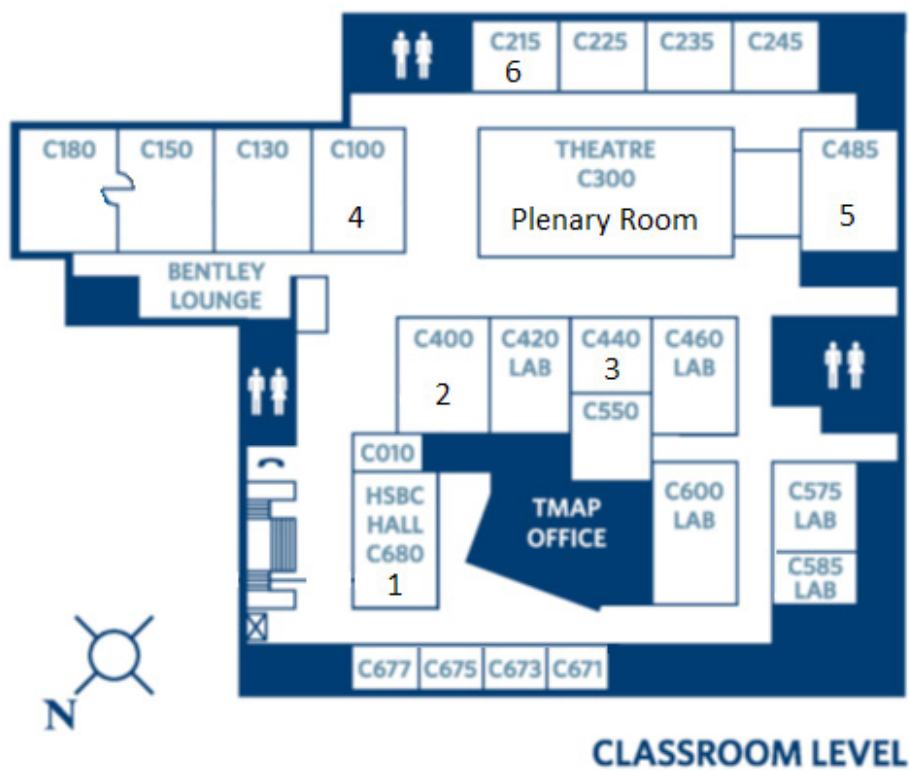
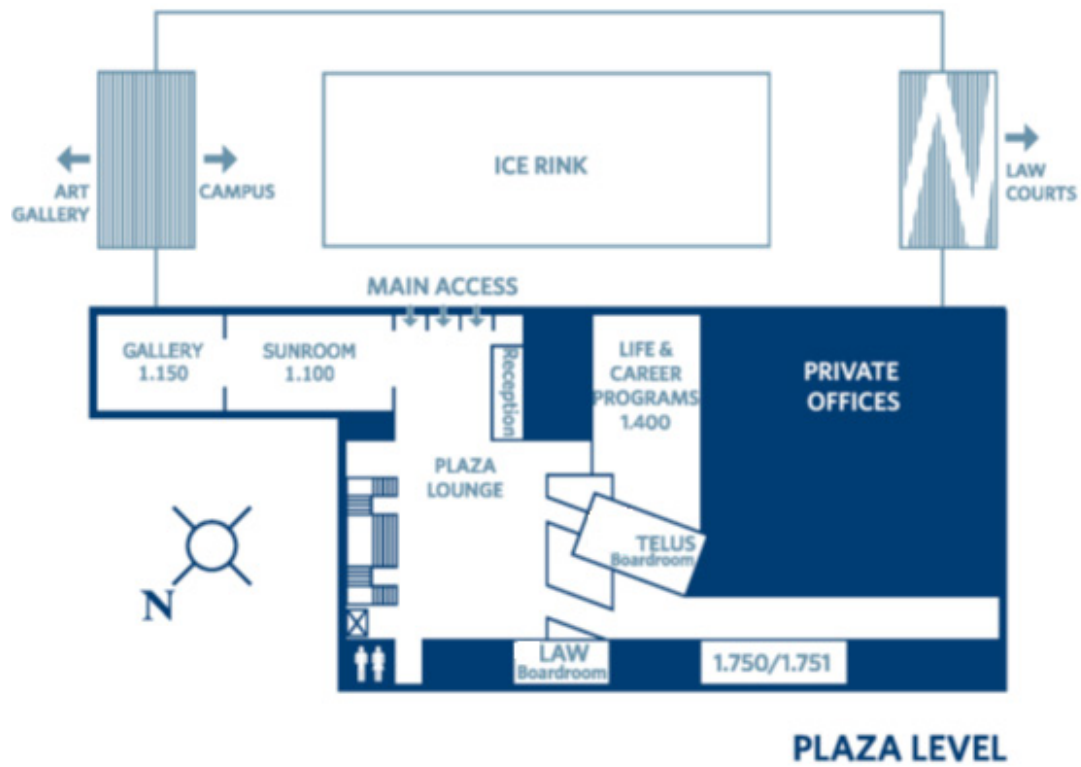
8:00–9:00	Conference Registration Desk Open / Mesa de inscripción abierta
9:00–9:20	Conference Opening / Inauguración del Congreso—Dr. Phillip Kalantzis-Cope, Chief Social Scientist, Common Ground Research Networks, Champaign, IL, United States
9:20–9:30	Welcome Address / Discurso de bienvenida—Dr. Ross Brinkert, Associate Professor, Pennsylvania State University, Abington, PA, United States
9:30–10:05	Plenary Session / Sesión plenaria—Laurie Sterritt, Coordinator, Indigenous Women's Leadership Summit, Vancouver, Canada <i>"Indigenous Inclusion in Corporate Canada: Creating Balance between New and Old Ways of Knowing"</i>
10:05–10:35	Garden Conversation / Charlas de jardín
10:35–11:20	Talking Circles / Mesas redondas Room 1 (C680) - Tema destacado 2019: La nueva historia de la organización (en español) Room 2 (C400) - Management Education Room 3 (C440) - Change Management Room 4 (C100) - Knowledge Management Room 5 (C485) - Organizational Culture
11:20–11:25	Transition Break / Pausa
11:25–12:40	Parallel Sessions / Sesiones paralelas
12:40–13:30	Lunch / Almuerzo
13:30–15:10	Parallel Sessions / Sesiones paralelas
15:10–15:25	Coffee Break / Pausa para el café
15:25–17:05	Parallel Sessions / Sesiones paralelas





Friday, 22 February / Viernes, 22 de febrero

8:30–9:00	Conference Registration Desk Open / Mesa de inscripción abierta
9:00–9:15	Conference Update / Noticias del congreso—Dr. Phillip Kalantzis-Cope, Chief Social Scientist, Common Ground Research Networks, Champaign, IL, United States
9:15–9:50	Plenary Session / Sesión plenaria—Dr. John Burk, Human Resources Manager, Intel Corporation, Chandler, AZ, United States <i>"The Only Constant is Change: Developing a Compelling Story to Enable Organizational Transformation"</i>
9:50–10:20	Garden Conversation / Charlas de jardín
10:20–10:25	Transition Break / Pausa
10:25–12:05	Parallel Sessions / Sesiones paralelas
12:05–12:55	Lunch and CG Scholar Information Session / Almuerzo y sesión informativa de CG Scholar
12:55–13:40	Parallel Sessions / Sesiones paralelas
13:40–13:45	Transition Break / Pausa
13:45–15:25	Parallel Sessions / Sesiones paralelas
15:25–15:40	Coffee Break / Pausa para el café
15:40–16:25	Talking Circles II / Mesas redondas II Room 1 (C680) - Tema destacado 2019: La nueva historia de la organización (en español) Room 2 (C400) - Management Education Room 3 (C440) - Change Management Room 4 (C100) - Knowledge Management Room 5 (C485) - Organizational Culture
16:25–16:55	Closing Session and Award Ceremony / Clausura del Congreso y entrega de premios
16:55–18:25	Conference Closing Reception





Eventos especiales

Cena del Congreso: The Blackbird Public House

Jueves, 21 de febrero de 2019 | Hora: 18:30 (6:30 PM)

Lugar: 905 Dunsmuir St, Vancouver, BC, V6C 1A8 | Precio: US\$60

Conozca a los ponentes plenarios y a otros delegados del congreso en la cena del congreso en Blackbird Public House. La cena tendrá estilo de buffet, incluyendo la bebida. Hay disponibles opciones vegetarianas y sin gluten.

Clausura del Congreso y Entrega de Premios

Viernes, 22 de febrero de 2019 | Hora: Directamente después de la última sesión del día

Lugar: UBC Robson Square, Sala Plenaria - C300

Únase a los ponentes plenarios y otros ponentes en la clausura del Congreso de Conocimiento, Cultura y Cambio en Organizaciones y entrega de premios donde se hará un reconocimiento de los moderadores y se anunciará el congreso del próximo año. El acto tendrá lugar en la sala plenaria de la sede del Congreso UBC Robson Square al finalizar la última sesión del día.

Cóctel de despedida

Viernes, 22 de febrero de 2019 | Hora: Directamente después de la última sesión del día

Lugar: UBC Robson Square | Precio: Sin coste para los ponentes del Congreso

Common Ground Research Networks y el Congreso Internacional de Conocimiento, Cultura y Cambio en Organizaciones llevarán a cabo una clausura con un cóctel de despedida en la sede del Congreso. El acto tendrá lugar justo después de la última sesión del segundo día, 22 de febrero de 2019. Se invita a todos los ponentes a asistir y disfrutar de bebidas de cortesía y tapas. Esta es una excelente oportunidad de conocer a otros participantes del Congreso y crear nuevos contactos.



Special Events

Conference Dinner: The Blackbird Public House

Thursday, 21 February 2019 | Time: 18:30 (6:30 PM)

Location: 905 Dunsmuir St, Vancouver, BC, V6C 1A8 | Cost: US\$60

Join other conference delegates and the plenary speakers for a conference dinner at the Blackbird Public House.

A proud achievement fueled by decades of experience in modern pub culture, the Blackbird is a treasure destined to be shared with all. Designed by Craig Stanghetta, the Blackbird Public House offers a lounge-type atmosphere with vintage details and accents.

Closing Session and Award Ceremony

Friday, 22 February 2019 | Time: Directly following the last session of the day

Location: UBC Robson Square, Plenary Room - C300

Come join the plenary speakers and your fellow delegates for the International Conference on Knowledge, Culture, and Change in Organizations Closing Session and Award Ceremony, where there will be special recognition given to those who have helped at the conference as well as announcements for next year's conference. The ceremony will be held in the plenary room at UBC Robson Square directly following the last session of the day.

Conference Closing Reception

Friday, 22 February 2019 | Time: Directly following the last session of the day

Location: UBC Robson Square | Cost: Complimentary to all conference delegates

Common Ground Research Networks and the International Conference on Knowledge, Culture, and Change in Organizations will be hosting a closing reception at UBC Robson Square. The reception will be held directly following the Closing Session and Award Ceremony on the last day, 22 February. Join other conference delegates and plenary speakers for drinks, light hors d'oeuvres, and a chance to converse.





John Burk, Human Resources Manager, Intel Corporation, Chandler, AZ, United States

"The Only Constant is Change: Developing a Compelling Story to Enable Organizational Transformation"



John E. Burk received his PhD from Southern Illinois University in 1996. He is a Human Resources Manager at Intel Corporation focused on aligning talent, teams, leaders, and organizations to execute business strategies within high growth organizations. He leads organizational design, development, and change management initiatives for the businesses he supports. Previously, John served in senior executive roles in government and as an educational technology consultant in secondary and higher education in addition to being a faculty member of Arizona State University. He is a frequent presenter at conferences and has several publications in journals and handbooks.

Laurie Sterritt, Coordinator, Indigenous Women's Leadership Summit, Vancouver, Canada

"Indigenous Inclusion in Corporate Canada: Creating Balance between New and Old Ways of Knowing"



Laurie Sterritt is a values-based leader with over 25 years' experience in the fields of Indigenous, government, and community relations, business planning and strategy, organizational and leadership development, and executive search. She has managed teams, both large and small, and brings positive energy and empathy to all her work.

In 2018, Laurie formed a non-profit association to launch the first-of-its-kind Indigenous Women's Leadership Summit (IWLS). The mandate of IWLS is to inspire and uplift Indigenous women throughout their personal and professional journeys. Prior to that, Laurie developed and implemented the Indigenous Employment and Business Development strategy for BC Hydro and led the start-up and growth of the Aboriginal Mentoring and Training Association (AMTA) and its subsidiary social enterprise, First Resources Impact Ventures (FRIV).

Active in her community, Laurie is a Director for the (new) Canadian Centre for Arts and Technology (CANCAT) and a Council Member on the Real Estate Council of British Columbia. She was previously a Director for the Industry Training Authority and Governor and 1st Vice-Chair of the British Columbia Institute of Technology.

A member of the Kispiox Band of the Gitksan Nation, Laurie holds a Bachelor of Commerce from the University of British Columbia and a Certificate in Professional Fund Raising from the University of Indiana. Laurie has been recognized for her commitment to creating respectful and inclusive workplaces and, most notably, was a nominee for the 2013 YWCA Women of Distinction Awards.



Syeda Asia



Syeda Asia is currently a PhD scholar at Department of Sociology, Delhi School of Economics, India. Her work is attempting to reimagine organisational strategy in consortia through a sociology of emotions. She has worked as a Gandhi Fellow in rural India for two years, following which she has been consulting Rishi Valley Institute for Educational Resources over content curation for capacity building in school education. Asia is a founding member of LEARN, an initiative for life skills education and entrepreneurship development in India. Through this initiative, she aims to develop a comprehensive research base that effectively contributes to emerging organisational work cultures.

Signe Bruskin



Signe Bruskin is a doctoral student at the Department of Organization at Copenhagen Business School. Her research project is an ethnographic study of organizational changes in the financial industry, which has changed dramatically over the last decade due to digitalization, changes in customer demand, regulation, etc. The research is conducted in close collaboration with a Nordic bank, where she studies the stories of employees and leaders to investigate how organizational members make sense of organizational changes when changes have become part of everyday activities of the organization.

Piyawan Charoensap-Kelly



Piyawan Charoensap-Kelly is a lecturer in the Communication Arts Department at The University of Alabama in Huntsville and doctoral candidate in Communication Studies at the University of Southern Mississippi (USM). Piyawan is an immediate past co-chair of the National Communication Association Training and Development Division (NCA T&D). She won the 2016 NCA T&D Rising Star Award and recently received the Don George Teaching Excellence and Research Excellence awards from the USM's Communication Studies Department. Her research interests include conflict management, identity management, intercultural communication, training and development, and humor.

Sandra Dennis



Sandra Dennis has a degree in physical therapy and works as a consultant for the British Columbia provincial government. She has worked with Canadian sports teams at World Championships, Commonwealth, Pan-American, and Paralympic Games. Sandra has a Master of Arts in Global Leadership. Her capstone project looked at leadership curriculum development for the Ecuadorian military where she worked with Special Forces, Intelligence, and Peacekeeping units. Her follow up research has looked at collaborative cultural leadership. Sandra has been fortunate to have had opportunities to present her research in eleven countries on five continents in the 18 months since graduation. She and her physician husband have also been involved in humanitarian work in Africa and the South Pacific country of Vanuatu.

Christian Gadolin



Christian Gadolin is a senior lecturer in Business Administration at the School of Business, University of Skövde. Gadolin attained his doctorate in 2017 from the School of Business, Economics and Law, University of Gothenburg. In his dissertation, Gadolin studies the micro-foundations of institutional logics and institutional work while focusing on its effects on the actor-level of analysis in Quality improvement work in healthcare organizations. His current research mainly concerns leadership, professional work, institutional theory, and healthcare, and his work has appeared in journals such as *Qualitative Research in Organizations and Management* and *International Journal of Health Care Quality Assurance*. The latter awarded his work at the 2018 Emerald Literati Awards for Excellence.



Louise Ian Aquino



Louise Ian Aquino is currently the Program Coordinator of the College of Accountancy, Business Management, Tourism and Computer Science and concurrently the College Librarian for Metro-Dagupan Colleges located in a small community North of Manila in the Philippines. She is both a licensed librarian and a licensed teacher in her country. She does volunteer work for Cuts Against Cancer Organization and for the Department of Information and Communications Technology (DICT) in the Philippines. She has done numerous paper presentations in library and information sciences locally.

Arely Montserrat Mariscal Mariscal



Alumna – Investigadora de la Maestría en Administración en la Sección de Estudios de Posgrado e Investigación de la Unidad Profesional Interdisciplinaria de Ingeniería y Ciencias Sociales y Administrativas (UPIICSA), del Instituto Politécnico Nacional México. Contadora Pública titulada, egresada de la Escuela Superior de Comercio y Administración (ESCA), del Instituto Politécnico Nacional México. Participante activada en Congresos Internacionales como Ponente de temas relacionados a su trabajo de Tesis y publicaciones científicas de las mismas. Cuenta con más de 4 años de experiencia en el ámbito laboral, trabajando en Organizaciones privadas, desde pequeñas a grandes empresas, en el área contable y administrativas.

André Ferley Méndez Mejía



Estudiante de contaduría pública y administración de empresas de la Universidad de Pamplona, Colombia. Representante de los estudiantes ante el consejo de facultad de ciencias económicas y empresariales (FACEE). Representante de los estudiantes en la junta directiva del "Consejo Nacional de Contadores Públicos (CNCP)". Miembro del Consejo Superior Estudiantil (COSEUP). Presidente del movimiento estudiantil "UNIDAD ESTUDIANTIL". Presidente de la Fundación Juvenil CRENTI. Miembro "Federación Nacional De estudiantes de Contaduría Pública (Fenecop)". Ponente de "Emprendimiento e innovación en tiempo de crisis" (CLADEA- COSTA RICA, 2018.), "Diseño de estrategias para la inserción y fomento del conocimiento en los contextos académico de las instituciones de educación media" (UNIPAMPLONA, 2018).

Polly Pascoe



Polly Pascoe is a PhD candidate at the University of Bradford studying evidence-based management enablers in healthcare. Attaining her MSc in Leadership, Management and Change in Health and Social Care in 2015, she currently delivers postgraduate management lectures on a sessional basis at Anglia Ruskin University London. Polly has presented at national and international conferences including the Institute for Healthcare Improvement's Annual National Forum on Quality Improvement in Health Care and the British Academy of Management Annual Conference. Her work has appeared in journals such as the *British Journal of Healthcare Management*, *Management in Healthcare*, and the *British Journal of Mental Health Nursing*, and she is a contributor to the *London School of Economics Business Review*. With her first degree in criminology, Polly currently works as a senior research and evaluation officer at the Centre of Expertise on Child Sexual Abuse, leading the perpetration research program. Her research interests include evidence-based management, NHS management policy, knowledge management, and the role of managers in developing and promoting organisational cultures.

Shazra Saad Mian



Shazra Saad Mian is an MS scholar perusing her HRM research at NUST Business School, Pakistan. She received her bachelor's degree from Lahore School of Economics and her American High School Diploma from the International School of Choueifat. As a researcher, she has authored various conference papers which have been accepted at international conferences in Azerbaijan and Turkey. In 2017, she received a scholarship to present her research at the Tenth International Conference on Law, Business, Marketing and Education, held in Pattaya, Thailand. She has also worked with Schlumberger as an HR intern. Shazra Saad Mian is a well-rounded individual who lives with dedication and passion. She loves to travel and spend her free time with friends and family.

Thursday, 21 February	
08:00-09:00	Conference Registration Desk Open / Mesa de inscripción abierta
09:00-09:20	Conference Opening / Inauguración del Congreso—Dr. Phillip Kalantzis-Cope, Chief Social Scientist, Common Ground Research Networks, Champaign, IL, United States
09:20-09:30	Welcome Address / Discurso de bienvenida—Dr. Ross Brinkert, Associate Professor, Pennsylvania State University, Abington, PA, United States
09:30-10:05	Plenary Session / Sesión plenaria—Laurie Sterritt, Coordinator, Indigenous Women's Leadership Summit, Vancouver, Canada
	"Indigenous Inclusion in Corporate Canada: Creating Balance between New and Old Ways of Knowing" Laurie Sterritt is a values-based leader with over 25 years' experience in the fields of Indigenous, government, and community relations, business planning and strategy, organizational and leadership development, and executive search. She has managed teams, both large and small, and brings positive energy and empathy to all her work. In 2018, Laurie formed a non-profit association to launch the first-of-its-kind Indigenous Women's Leadership Summit (IWLS). The mandate of IWLS is to inspire and uplift Indigenous women throughout their personal and professional journeys. Prior to that, Laurie developed and implemented the Indigenous Employment and Business Development strategy for BC Hydro and led the start-up and growth of the Aboriginal Mentoring and Training Association (AMTA) and its subsidiary social enterprise, First Resources Impact Ventures (FRIV). Active in her community, Laurie is a Director for the (new) Canadian Centre for Arts and Technology (CANCAT) and a Council Member on the Real Estate Council of British Columbia. She was previously a Director for the Industry Training Authority and Governor and 1st Vice-Chair of the British Columbia Institute of Technology. A member of the Kispiox Band of the Gitksan Nation, Laurie holds a Bachelor of Commerce from the University of British Columbia and a Certificate in Professional Fund Raising from the University of Indiana. Laurie has been recognized for her commitment to creating respectful and inclusive workplaces and, most notably, was a nominee for the 2013 YWCA Women of Distinction Awards.
10:05-10:35	Garden Conversation / Charlas de jardín
	Garden Conversations are informal, unstructured sessions that allow delegates a chance to meet plenary speakers and talk with them at length about the issues arising from their presentation. When the venue and weather allow, we try to arrange for a circle of chairs to be placed outdoors. Las charlas de jardín son sesiones informales no estructuradas que permiten reunirse con ponentes plenarios y conversar tranquilamente sobre temas derivados de su ponencia. Cuando el lugar y el clima lo permiten, se realizan en el exterior.
10:35-11:20	Talking Circles / Mesas redondas
	Held on the first day of the conference, Talking Circles offer an early opportunity to meet other delegates with similar interests and concerns. Delegates self-select into groups based on broad thematic areas and introduce themselves and their research interests to one another. Celebradas el primer día del congreso, las mesas redondas constituyen una de las primeras oportunidades para conocer a otros participantes con intereses y preocupaciones similares. Los participantes eligen los grupos que prefieren según grandes áreas temáticas y se sumergen en grandes debates sobre los temas y problemáticas para el área correspondiente de la Red de Investigación. Room 1 (C680) - Tema destacado 2019: La nueva historia de la organización (en español) Room 2 (C400) - Management Education Room 3 (C440) - Change Management Room 4 (C100) - Knowledge Management Room 5 (C485) - Organizational Cultures
11:20-11:25	Transition Break / Pausa
11:25-12:40	PARALLEL SESSIONS



11:25-12:40

PARALLEL SESSIONS

**Room 1 -
C680**

The Responsive Workplace

How to Manage Gender Bias from Within: Women in Leadership

Sharon Roberts, Project Manager, Office of Stewardship and Sustainability, University Health Network, Toronto, Ontario, Canada

In this article, we discuss new knowledge related to managing gender bias in the context of women in leadership. The research explored how women on corporate boards cope with gender bias. Researchers Tajfel and Turner's social identity theory to explain intergroup discrimination and Eagly and Karau's role congruity theory of prejudice to explain the exclusion of women from corporate boards provided the conceptual lens of the study. Interviews with six women on corporate boards from Canada, journaling, and analysis of physical artifacts related to women were the data sources. Seven themes emerged in the data related to gender bias and experiences of the women using Yin's five phases of analysis. The themes occur at the individual, organizational, and societal levels. This article is to set the foundation as to how women can transform themselves from within, skills needed, techniques to use, and effective preparation to manage the bias.

Organizational Cultures

To Use or Not to Use Technology?: The Impact of Technostress and Moderators of Technostress

Deborah Okolo, PhD, Universiti Teknologi Malaysia, Azman Hashim International Business School, Malaysia

The proliferation of ICTs has changed the structure of modern organizations around the world making it compulsory for employees to interface with various kinds of technologies for work performance. ICTs is regarded as the basis of global and local competitiveness in business because of its ability to facilitate and enhance effective and efficient production and delivery of goods and services. Despite all the benefits associated with the use of technology by organizations, it is believed that technology is a double-edged sword that offers numerous advantages and disadvantages because of its impact on employees wellbeing. Researches have shown that ICTs is responsible for inducing stress in employees, this kind of stress is referred to as technostress. Technostress is a stress caused by the inability of individuals to cope with the use of technology or overexposure to ICTs. The speedy technological revolutions have created a knowledge gap for employees, multitasking, work overload and work-family conflict. The major objective of this paper is to investigate the current literature base of technostress and its antecedents, implications and moderators.

This paper utilized a systematic literature review and content analysis was used to collect and analyse the literature. Findings revealed that technostress can affect job satisfaction organizational commitments, performance, productivity and intention to extend the use of ICTs. The antecedents, implications and moderators of technostress would be discussed.

Change Management



11:25-12:40

PARALLEL SESSIONS

Room 2 -
C400

Rethinking and Restructuring

Strategic Planning in Australian Universities

Tess Howes, Macquarie University, Sydney, Australia

To an experienced eye, a Strategic Plan provides some insights into the strategic leadership of the university. However, the document itself is single dimensional; it may or may not reveal how the strategy development process was conducted, what forms of leadership were used to drive the planning process; or how well the Strategic Plan was received by the university community and its stakeholders. Is it possible to discern if the Strategic Plan is fixed to an inflexible performance framework that binds the university to strategic goals that do not reflect community aspirations, or are no longer compatible with changed external or internal circumstances? Does the Strategic Plan suggest dynamic staff engagement that will empower individuals throughout the university to “experiment, create, develop, test and innovate”? For as Moss Kanter (1983) argues “innovation requires intellectual effort. And that, in turn, means people” (p.23). This paper will explore these questions and assess if Australian universities have learned to develop effective Strategic Plans through a process of logical incrementalism or ‘learning by doing’ as Quinn suggests (1987); or are we planning strategically for 2030 using the rational-analytical model that is only able to predict the future based on what we know today?

Knowledge Management

Change Management, and Acculturation in the Merger of Two Institutions of Higher Education

Anita Hazelwood, Professor and Department Head, Allied Health, University of Louisiana at Lafayette, Lafayette, LA, United States

Institutional mergers and consolidations require well-planned and strategic organizational change and include an examination of organizational culture and the process of acculturation. While there has been research on various aspects of higher education mergers, there has been little on the process of integrating institutional cultures. Compounding the challenge is that the degree of assimilation among institutions is variable. This integration of cultures takes time to fully accomplish. Researchers have estimated varying time periods for full integration, as much as ten years or more in some cases. As institutions of higher education undergo re-organization, several components of change management must be addressed, looking particularly at culture as a critical element of the change process. Research in this area is limited and the purpose of this case study is to examine why two institutions of higher education merged, the role of change management during a merger, conceptual models used in understanding reorganization, and the role that culture plays during a merger. Given the economic conditions in higher education, interest in mergers is growing and this case study on the merger, change management and the cultural assimilation of the individuals involved in the merger will be of value to state boards of education, policy-makers within the states, and higher administration in colleges and universities across the nation.

Change Management

Cross Words: The Dynamics of Organizational Change in a University English Department

Christopher Ritter, Assistant Professor, English, Clayton State University, Morrow, GA, United States

The crisis of the humanities in higher education is a well-known fact: due to high growth in STEM fields and corporate-backed administrators' emphases on education as job training, humanities departments are losing students at steady rates. At the same time, the growing gig economy and diversifying student demographics are challenging all university departments to revise their course offerings and stay relevant. However, university bureaucracies and the tenure system are designed to resist change, at least at the speed with which our world is changing. The student body has shifted over the last decade from mostly white-collar whites to mostly blue-collar blacks, and my mostly white English department is struggling to reverse a gradual but constant loss of majors. My paper will evaluate the department's efforts thus far and explore new approaches.

Organizational Cultures



Conocimiento y relación

Estructura de conocimiento explícito (ECC) para la gestión del marketing Interno (GMI)

Ma. Cruz Lozano Ramírez, Profesor Investigador, Gestión Empresarial, Educación, Universidad Autónoma de Baja California, México
Este documento presenta los resultados de una investigación cuyo objetivo fue determinar la Estructura de conocimiento explícito (ECE) para la gestión del Marketing Interno (GMI) en organizaciones con actividad económica de servicios. El diseño de investigación fue no experimental, explicativo, dirigido a 29 sujetos con puestos directivos. Los resultados reportan que la estructura de conocimiento está fundamentada en procesos de aprendizaje sobre adquisición de habilidades para el logro de metas y objetivos, en la definición de perfiles laborales, en el trabajo colaborativo y las remuneraciones salariales.

Gestión del conocimiento

Marco propositivo de relaciones entre innovación colaborativa abierta y comunicación estratégica

Angela Preciado-Hoyos, Profesora, Comunicación, Universidad de La Sabana, Cundinamarca, Colombia

Hoy en día, cuando se reclama a las compañías ser innovadoras para alcanzar una mayor competitividad en la sociedad global, la comunicación se erige como el medio para fortalecer este tipo de acciones de la mano de diferentes actores sociales. En este artículo se presenta un marco propositivo sobre los elementos que entran en relación en un proceso de innovación colaborativa abierta con grupos de interés, visto desde una perspectiva estratégica de la comunicación. En él se exponen los conceptos de innovación abierta e innovación colaborativa abierta, seguidos de un panorama sobre las características que definen a los grupos de interés en la actualidad. Por último, se presentan los elementos y las capacidades con las que se cuenta, desde la comunicación, para conectar a las organizaciones con sus entornos en estos procesos.

Culturas organizacionales

Conocimiento individual y organizacional: Facilitadores de la integración

Gloria Ines Figueroa Correa, Candidata a doctorado, Universidad Paul Valéry Francia, Bogotá, Colombia

La ponencia parte del entendimiento que la transformación del conocimiento se refiere al cambio progresivo de estado del mismo en respuesta a la interacción entre dos o más individuos. Por lo tanto, se enfoca en presentar aspectos facilitadores para conducir a un grupo de personas a transformar el conocimiento individual en organizacional y viceversa. Se aborda el conocimiento individual desde la óptica de la interpretación que cada integrante construye de un objeto de estudio. El conocimiento organizacional se aborda desde la mirada de la construcción compartida y su integración a las sesiones de trabajo de manera sistemática. Expresado de otra manera, la ponencia aporta algunos facilitadores con el fin de transformar el conocimiento de un estado "a1" a un estado "an", y viceversa, donde "a1" hace referencia al conocimiento individual, y "an" representa al conocimiento organizacional que se obtiene a partir de la interacción, la interpretación y la integración. Se presentan conclusiones extraídas del estudio de metodologías, modelos y técnicas aplicadas en la conversión del conocimiento y aprendizaje organizacional.

Gestión del conocimiento

Regulation and Governance

Transparency versus Privacy Rights : An Analysis of Public Organization Practices

Renata Tauil Martins Lanz, Student, Law School, Estácio de Sá University, Rio de Janeiro, Brazil

Luciano Quinto Lanz, Head of Department, Compliance and Fraud Prevention, BNDES, Rio de Janeiro, Brazil

Public organizations face important challenges regarding information access. The legal and regulatory environment is changing rapidly and constantly. However, the direction is not clear. There is an increased pressure for transparency, open data and information access. On the other hand, there is the right to privacy, the right to be forgotten, commercial and banking secrets. This study analyzes how Brazilian public organizations are dealing with this situation. The methodology used is a multiple case study, based on secondary data available on organization websites, analysis of press releases, news and reports. The theoretical framework includes a comparison between the legal and regulatory environment in Brazil and other countries. The results showed that public organizations have different approaches and different degrees of transparency, based on their maturity, sector and pressures from the society. Using these results, we proposed a theoretical framework to perform the same analysis on other countries. Some opportunities for additional research include extending this study to non-governmental organizations, including private firms and civil society associations.

Change Management

Transparency and Practices for Ethical Decision: The Brazilian Development Bank Case

Luciano Quinto Lanz, Head of Department, Compliance and Fraud Prevention, BNDES, Rio de Janeiro, Brazil

The Brazilian Development Bank (BNDES) is facing a massive investigation of Brazilian government supervisory bodies and prosecutors focused on operations during the administration of the Workers' Party from 2003 to 2016. This article, a single case study, analyzes the improvements in the BNDES governance until 2018. The methodology used is based on a qualitative analysis of news, press releases, information available on the BNDES website, analysis of practices, internal documents and semi-structured interviews with bank employees. Other governance and transparency practices of the National Development Banks (NDBs) are used as a reference for this analysis, which uses the third-order reflection process. The theoretical framework includes silences and absences in organization stories and discourse, ethical reputation building in corrupt environments, bounded awareness and its implication for ethical decision making. The results showed that the BNDES established an adequate internal decision-making process, based on norms and collegiate decisions, with performance similar to the benchmark in transparency. However, the process used to establish and transform public policy into actions, guidelines, and priorities needs to be improved to avoid potential conflict of interest and suspicions of influence and favoring of private corporations. Internal analytical practices may also benefit from a review to incorporate best ethical decision-making practices.

Organizational Cultures

Multi-Level Analysis of the Effect of a Strategic Orientation on Performance and the Elements of Organizational Capability

Yosuke Kanno Kanno, Associate Professor, Faculty of Commerce, Chuo University, Tokyo, Japan

Satoshi Shibata

The purpose of this study is to quantify the circumstances whereby a strategic orientation affects its performance. Prior research has shown how an organization's orientation affects the firm's financial performance and innovation. However, while we know that this effect varies with the circumstances, we do not know which factors affect each firm and by how much. Because the effect of a strategic orientation on its performance varies with the firm's specific circumstances, this study will clarify the type of effect that a strategic orientation will have on its capabilities or environment due to such differences. In addition, to resolve this issue, we administered an online questionnaire survey to employees of manufacturing firms listed on the first section of the Tokyo Stock Exchange in Japan. We received responses from 2,226 employees at 391 companies, and our study used these as its sample in the quantitative analysis.

Change Management



Thursday, 21 February	
11:25-12:40	PARALLEL SESSIONS
Room 5 - C485	Innovation and Transformation What Makes an Organization Innovatively Successful? Scott Kerth, Assistant Professor, Organizational Leadership, Lewis University, Romeoville, IL, United States This paper explores the cognitive process and cultural influences of innovation within organizations. Utilizing qualitative methods, the study investigates innovation in organizations deemed to be innovatively successful organizations. This research contributes to the field of knowledge management by adding descriptive empirical support to the extant literature and furthering an understanding of what makes an organization innovative from the perspectives of employees in innovatively successful organizations. The cognitive processes of the individuals and the corresponding organizational cultures offer insights into how these companies excel in the area of organizational innovation. The study uses phenomenology to investigate explanations of organizational innovation, leveraging qualitative data to help in understanding the specific area of inquiry. The unique aspect of this research is its grounding the findings in the world of practice by means of rich description and contextual focus. <i>Knowledge Management</i> The Maximizing Innovator: How Decision Making Styles Influence Innovation Behavior Brandon Soltwisch, Associate Professor, Management, University of Northern Colorado, Greeley, CO, United States Innovation behavior is the tendency to apply new ideas and approaches in the workplace. It has been associated with individual and organizational effectiveness in a variety of settings (Woodman, Sawyer, & Griffin, 1993, Janssen & Huang, 2008). Van de Ven (1986) has noted that individuals become less aware of the need for change as they acclimate to their work environments over time. A recent development in the organizational psychology literature has begun to measure individual differences in preferences toward information search when making decisions (Schwarz 2002). Individuals who maximize strive to make the best possible choice by considering all potential alternatives. These individuals spend more time and effort to gather information. They are more likely to seek advice from experts, family and friends, and have a desire to explore options beyond what is currently available. Satisficers, on the other hand, are less likely to spend additional time and effort to explore new possibilities, as they tend to settle for options that meet their minimum criteria. This study investigated how decision-making styles (maximizing or satisficing) influence employees' innovation behavior and entrepreneurial tendencies in a sample of 205 working adults. The results suggest that maximizers are more innovative, utilize an open-minded thinking strategy, and are more inclined to pursue entrepreneurial activities within and outside their careers. These findings lay the groundwork for new research on innovation and change management. They also provide useful advice to practitioners on how to develop a more innovative workforce. <i>Change Management</i> Framework for Transformational Thinking James MacGregor, Bart Cunningham, University of Victoria, Victoria, Canada There seems to be general agreement that the people managing our public and private organizations are increasingly challenged by the rate of change and complexity of the problems they face. Managing change requires changing routines and potentially reinventing oneself as new needs cannot be served with older practices. Can we learn more about how we might more easily transform ourselves, our organizations and society to address the problems we face? The rate of change is underlined by expectations and predictions that future changes will occur at an exponential increase, like Alvin Toffler's description of future shock in 1970. He offered a prognosis of a future of stress and disorientation of because of changes which are difficult to control are occurring in too short a time, and they will feel like a culture-shock of moving in an entirely different context. The literature on change generally points to many challenges and failures. Given this context, there are strong pressures for transformational change in response to global competition, downsizing, mergers, and acquisitions, the complexity of solving wicked problems, and the growth of new technologies are driving forces that point to the need to explore ways to improve our implementations. Recognizing this need, the purpose of this paper is to develop a framework describing transformational thinking and change which recognizes the possible connections between individual, organizational and societal transformations. Within this purpose, the paper highlights how the context affects how people respond at the individual, organizational, and societal levels. <i>Change Management</i>
12:40-13:30	Lunch / Almuerzo
13:30-15:10	PARALLEL SESSIONS

Managing Intangibles

A Company That Learns Together: Incorporating Continuing Education and Professional Development into the Organizational Design

Patrick Hill, Director, Navy Band Great Lakes, United States Navy, Kenosha, WI, United States

The purpose of this paper is to address the need for a progressive training program in organizations to provide employees with position-appropriate technical and ethical training that will increase innovation and loyalty. This conceptual paper examines technical and ethical training models for organizations; the organizational design approach for a progressive training program; and the need for communications and change management for its implementation. Organizations that invest in their employees' professional development have higher degrees of success, longevity, and innovation. Implementing training into the organizational design creates efficiency and grows internal leaders who have both the technical expertise and moral character needed to lead at higher levels. By placing the responsibility of ongoing training on the Human Resources department, the individual managers and supervisors are free to focus on the primary operations of their departments. Free and open two-way communication with regards to changing the culture and practices creates a culture where all employees are valued for their beliefs, experience, and contributions. Recommend further studies on organizations that struggle with high turnover and employee dissatisfaction and see if poor training or lack of training is a factor. Organizations that do not currently have an ongoing and progressive training program can use the research, tools, and proposed structure of this paper to implement a program to increase the innovation and longevity of the organization and the loyalty and professional development of their employees.

Knowledge Management

Elimination of Creative Employee's Knowledge Depreciation

Lina Girdauskiene, Associate Professor, School of Economics and Business, Kaunas University of Technology, Lithuania

Successful economic development and the competitiveness of the world nations mostly depend on capability of the manpower. Therefore organizations should be interested in improving the present human resources by constant knowledge and skills renewal. Despite of growing interest of scientist in creative employee and knowledge depreciation, the problem of creative employee's knowledge depreciation is still being studied in a broad sense while lacking concentration in specific the issues of elimination of the depreciation. Thus the individual employee differences of various sectors would be recognized and the most suitable ways of elimination of creative employee's knowledge depreciation would be found. Scientific problem is formulated as a question what ways of knowledge depreciation should be applied to various creative employees according to their type of learning and the stage of their career life cycle? Quantitative methodology was applied and findings show that knowledge depreciation is a dynamic process with various causes what are mutual for all creative employees without the differentiation by their style of learning. To eliminate knowledge depreciation while using various learning styles the most acceptable ways of each style must be applied. The ways of elimination of knowledge depreciation cannot be reasonably used by career life cycle in spite of some distinct connections with it. Based on the carried out research it can be stated that the ways of elimination differ depending on the learning style however some of the ways are universal for several learning types.

Knowledge Management

Leveraging Transactional and Relational Response Differences with Demographic and Psychographic Segmentation

Manfred F. Maute, Professor, School of Administrative Studies, York University, Toronto, Ontario, Canada

General/observable approaches to market segmentation are commonplace when more is known about the age, income and social class of customers than the motivations and needs that reside behind their purchasing behavior. Although less accessible, product-specific/unobservable approaches to segmentation based on values, attitudes and life styles are useful or segmenting customers distinguished more so by how they feel about and respond to particular brands/vendors than their demographic characteristics. Using data from a nationally representative consumer panel, demographic and psychographic segmentations of credit card customers are developed with agglomerative and k-means clustering and the effects of segmentation on transactional and relational response differences are examined with multivariate analysis of covariance. Novice customers segmented on household size, age of household head, income and consumer debt differed systematically in terms of overall and co-branded credit card purchases. Segmenting long-tenured customers on product-specific risk, money savviness, debt and deal-proneness values had a significant, but somewhat less powerful effect on relationship satisfaction and cross-buying. However, when household size and income were accounted for in the psychographic segmentation, the effect on relational response differences was magnified threefold. Implications for segmentation theory and practice are considered.

Knowledge Management

Organizational Designing: Organizing as a Human-centered Design Practice

Jan Auernhammer, Research Engineer & Director Human-centered Design Research, Center for Design Research, Stanford University, Stanford, CA, United States

Organizational routines are both the micro foundation of Dynamic Capabilities as well as a mechanism of organizational evolution. Such routines are embedded in situational and organizational context. When not consciously and active organized these routines will operate on the default patterns of activities, the shared accepted way of working. Enabling routines towards innovation and organizational renewal requires consciously and actively designing and organizing both context and activities. Designing these situation and experiences have been practiced in human-centered design. This research developed and evaluated in two large companies in Germany and Japan a novel approach of organizing through human-centered design practices to enable agile and innovation within organizations towards organizational renewal. This paper presents both the approach and learnings from case research.

2019 Special Focus: The New Story of Organizing



Performance and Productivity

Conscious Culture: Raising Consciousness within Organisations and Other Ecosystems as the Pathway for Outstanding Performance

Peter Leong, Director, Change Strategy Limited, Auckland, New Zealand

Mark Vandeneijnde, Founder, Being at Full Potential, Switzerland

Annelieke Verkerk, People and Capability, Being at Full Potential, Netherlands

Sujith Ravindran, Founder, Being at Full Potential, Italy

Culture is now acknowledged as a key strategic business driver. But there is a lack of systematic ways to address the deep experience and multiple dimensions of people and yet this is at the heart of impactful culture transformation initiatives. Higher impact culture transformation must acknowledge the whole (i.e. all three levels) of the "culture structure" (reference - Edgar Schein's work). In this paper, we outline how the Human Potential (HP) assessment tool and methodology can be a conduit to address and access all levels of the culture structure, and particularly the "invisible" bottom (or deepest) level where the source of deep human values, action logics and maturity in consciousness lies. It is our contention that only by raising the individual and collective consciousness can we create that "space" where sustained breakthroughs in human performance and results can truly take place. Consciousness is (we say) is the new change lever for profound culture transformation. The HP assessment tool provides robust and compelling data and analytics on human dimensions that give culture change leaders and practitioners confidence and greater visibility to back up the impact of culture change. We then provide a six step "road map" or pathway that gives culture change leaders a practical way to make sense of how to tap into the deeper parts of culture that really matters for impactful culture change investments. Conscious culture transformation advances and elevates human performance beyond current limits of value creation to new levels towards the greater and higher good of all.

Organizational Cultures

Qualitative Synthesis of Indoctrination and Socialization within Occupational Cultures: Implications for an Organization's Performance Improvement

Catherine Cole, Doctor of Philosophy, Human Capital Development, The University of Southern Mississippi, MS, United States

Existent research supports a link between occupational culture and member behavior, cognitions, perceptions, and performance. Research suggests occupational culture may have a greater influence on behavior and performance than organizational culture. Research further acknowledges the importance of socialization within occupational cultures. However, research is without substantive exploration of occupational culture indoctrination and socialization methods and occurrences. This paper discusses the preliminary results of a study aimed to integrate qualitative occupational culture research findings to explore and conceptualize member indoctrination and socialization within occupational cultures. Within the interpretive framework of pragmatism, the study applies qualitative metasummary and metasynthesis techniques to meet the following objectives: Describe occupational culture indoctrination methods; Describe occupational culture socialization methods; Explore the occurrences of member indoctrination and socialization into occupational cultures; and Explore the environment of member indoctrination and socialization within occupational cultures. The study's practice contributions include performance improvement practitioners gaining a greater understanding of occupational culture influences on performance and the potential for proactive interventions in advance of or counter to occupational culture indoctrination and socialization. Furthermore, the study's qualitative synthesis methodologies expand occupational culture to include practical applications of the results within evidence-based practice disciplines oriented towards organizational performance improvement.

Organizational Cultures

Developing a Vigilant Global Project Team: Striking the Balance between Focus and Periphery

Chiaki Yamada, PhD Candidate, Graduate School of Business Sciences, Tsukuba University, Tokyo, Japan

In multinational organizations, multicultural teams operating in globally dispersed virtual environment has become prevalent. Factors such as advanced Information and Communication Technologies (ICT), globalization of markets and global sourcing has led multinational corporations to adopt project management globally. With the potential size and complexity of a Global Project Team (GPT), it can be assumed that numerous interactions and communications take place among team members that require teamwork. When some form of teamwork takes place in a GPT, sharing of tacit or explicit knowledge occurs among team members, by interacting around a common goal. This teamwork is comprised of some shared cognition, which may lead to cognitive convergence. This cognitive convergence is indispensable for increased team performance and effective communication. Teamwork in global project environment has been studied in various literature, however, little attention seems to have been paid to the difference in the cognition mechanism of the team members in a GPT, even though the relationship between cognition and teamwork in general has been thoroughly investigated in the areas such as team cognition and mental model. Given the above situation, the presentation reviews the literature for conducting the above-titled research, consisting of three parts: a discussion on the definition of GPT, the six concepts that are associated with focus and periphery of cognition, and the research methods used in the major literature, to investigate how the difference of the cognition mechanism among team members can affect the performance of a GPT and provide guidance for better performance.

Knowledge Management

Expediency in Paperwork: Organizational Morality and the Promise of the Future

Syeda Asia, PhD Scholar, Department of Sociology, Delhi School of Economics, University of Delhi, Delhi, India

This paper explores the role of the paperwork in decision-making processes for organizational collaborations. It looks at business proposals, agreements, concept notes, and profiles as narratives that embark upon a promise of the future. Organizational morality is understood in the amalgamation of what is "eminently practical" and "exceptionally personal." The paperwork enables frames for rules of engagement between parties. It allows negotiators to weave narratives based on fragmented parts of their personal and organizational stories. This study attempts to unravel the processes that consultants use to mediate tensions, disagreements, conflicts, possibilities, and opportunities in generating paperwork. What goes missing? Are there details that are deliberately made discreet? How do we understand the promise of the future based on current practices, projections, and valuations? This study builds on insights from extensive fieldwork in education and healthcare organizations. It brings out key processes over engagement in paperwork in landmark deals. It explores how this engagement with paperwork enables different choices made during adversity, growth, successes, and failures within organizations. The research considers the importance and neglect of paperwork in decisions that reveal vision, approaches, values, and focus of organizational leaders. It questions the "reasonableness" of such decisions that rely upon a taken-for-granted grasp of the professional activity. It seeks to problematize the idea of "expediency" and lays out territories that represent personal narratives in organizational working.

Organizational Cultures

Modelos y aplicaciones**El papel de las sociedades cooperativas como medio para contribuir al desarrollo sostenible del sistema de producción cafetalero**

Victoria Pacheco Almaraz, Universidad Autónoma Chapingo, Texcoco, México

Se analiza el sistema de producción cafetalero de una zona marginada con grupos de productores asociados y mediante un ejercicio de comparación a través de ocho indicadores derivados de los atributos generales de sostenibilidad que consideran los ejes social, económico y ambiental, con el objetivo de ubicar los factores determinantes de la misma y evidenciar la importancia que tienen las sociedades cooperativas como medio para contribuir al desarrollo sostenible. En este estudio se ha diseñado un índice que permite identificar los niveles de sostenibilidad del sistema de producción. Se obtuvo que los asociados presentan un Índice de Sostenibilidad mayor, con factores explicativos que residen en el sobreprecio (eje económico), acceso a innovaciones y capacitaciones constantes (eje social). En los resultados se destaca el potencial que tienen las cooperativas cafetaleras como agentes de transformación socioeconómica en los territorios rurales y se concluye que existe relación entre la asociación y la sostenibilidad, es decir, que las cooperativas locales abren expectativa de éxito y contribuyen al fortalecimiento del sector cafetalero.

Culturas organizacionales

Costeo ABC en empresas de servicios: Caso de estudio en una empresa de logística de la Provincia de Santa Fe (Argentina)

Cynthia Margarita Robson, Universidad Abierta Interamericana, Argentina

María Yohana Noguera Lopez, Profesora Adjunta, Universidad Abierta Interamericana, Argentina

Gisela Bertolino, Profesora Adjunta, Universidad Abierta Interamericana, Argentina

El trabajo forma parte de un Proyecto de Investigación denominado "Activity Based Costing (ABC) en el sector transporte". El objetivo perseguido es "evaluar el costo indirecto calculado con la metodología ABC", buscando evidencia empírica que permita visibilizar los beneficios y ventajas de la utilización de esta metodología para la gestión organizacional. El contenido que se presenta constituye un avance y contiene el relevamiento de datos realizado en una empresa dedicada a la compraventa y distribución de gases industriales envasados. Se definieron grupos de actividad, impulsores de recursos e impulsores de actividad para dejar propuestas las bases de asignación de costos ABC al objeto de costos (servicio de distribución y logística). Restaría la realización de una prueba piloto de la metodología propuesta, con cifras de la empresa. Esta investigación constituye un antecedente que valide la aplicabilidad en el sector industrial de esta metodología para determinar costos de producción independientemente del tamaño y complejidad de la organización.

Formación en gestión

Habilidades empresariales para la toma de decisiones en proyectos de inversión

Arely Monserrat Mariscal Mariscal, Instituto Politécnico Nacional, Ciudad de México, México

Sergio Raúl Jiménez Jerez, Instituto Politécnico Nacional, Ciudad de México, México

En el ámbito de los proyectos de inversión —donde se arriesga lo que para muchos es lo más importante, es decir, el dinero— se han tratado de generar ciertas técnicas cuantitativas con el propósito de desarrollar habilidades empresariales para que la toma de decisiones sea lo más certera posible y que el proceso de obtención, utilización e incremento del dinero se pueda realizar minimizando el riesgo y la aversión al mismo. En el enfoque cualitativo se considera que lo único constante es el cambio. Contemplando aspectos como la empatía, la pericia, el trabajo en equipo, hacer que las cosas sucedan, la visión a largo plazo, la capacidad de analizar, de sintetizar el todo y las partes, de correr ciertos riesgos y de tomar decisiones bajo presión sin tener necesariamente toda la información, se desarrollan las habilidades empresariales, creando las posibilidades de minimizar el riesgo.

Gestión del conocimiento

Thursday, 21 February

13:30-15:10

PARALLEL SESSIONS

Room 4 -
C100

Workshop

The Internet, Artificial Intelligence, Robotics, Innovation, and Globalization: The Nexus of Ethics and the Future

Noah Hart, Jr., Professor, Monmouth University, West Long Branch, NJ, United States

The purpose of this interactive workshop is to explore with participants the nexus of ethics and the future. Specifically: What should the role of ethics be in the following areas: the internet, artificial intelligence, robotics, innovation, globalization and other areas. The implications of this workshop permeate the common fibers of the global community; whether economic, educational, scientific, and countless other areas. Moreover, there will be implications for how life might be lived and work is done. To facilitate this interactive workshop, participants will be divided into small groups and tasked with examining an ethical dilemma. Each group will examine a specific ethical dilemma and report back to the entire workshop the following: Does the group agree that there is an ethical dilemma? Based on what framework was the group's decision made? If there is an ethical dilemma, what should the response be and how should the response be made? At the end of the report back session, the presenter will reflect on the collective findings, and provide conceptual, theoretical, and practical perspectives.

Organizational Cultures



Thursday, 21 February	
13:30-15:10	PARALLEL SESSIONS
Room 5 - C485	Sense-making Narratives Narrative as a Managerial Skill: Use of Storytelling as a Management Tool Satish Kumar, Manager and Head, Dept of English, Management, MDN Global School, Kaithal, India Storytelling or Narrative Paradigm Theory (NPT) is recognized as a cross-culturally accepted method of effective communication. It is an exchange of information that is value-laden and is shared along the organizational diversity continuum. Stories are memorable, easy to understand and establish a common platform. It has been recognized as an excellent business tool in many organization areas. It is considered a perfect alternate to face to face and time consuming social exchange because exchanges are inherent in a story itself. Stories bring quick processing and desired results. The Storytelling Model of Organizational Communication (STMOC) helps in developing a swift communication environment. It fosters a symbiotic understanding among all participants from a cognitive and affective standpoint leading to behavioural actions that benefit the organization. These benefits include improved understanding of the organizational culture, while increasing cohesiveness among team members and higher quality relationships among both internal and external members. By raising the overall quality and timeliness of information exchange in the organization, it can help lead to more effective and long-standing business relationships both within and between organizations. It becomes a significant pathway to garnering strategic competitive advantages in a global working environment. This paper intends to highlight the relevance of storytelling in day to day functioning of an organization. <i>2019 Special Focus: The New Story of Organizing</i> Mundane Change: Unfolding the Sensemaking of Changes as Everyday Activities of Organizational Life Signe Bruskin, Copenhagen Business School, Denmark "The only thing that is constant is change" is a common expression, both in the academic and business world. However, within a classical Weickian sensemaking perspective, change has most often been studied as an exceptional episode shaped by change agents as sense makers. This paper draws on literature from a Post Weickian sensemaking perspective to unfold sensemaking of mundane changes. The data applied is collected via a longitudinal study of a Nordic bank and by analyzing the stories of the organizational members the paper has two theoretically contributions. First, by exploring the role of disruption, interruption and influence in sensemaking processes of change the paper unfolds three empirically differences between a classical Weickian and a Post Weickian sensemaking perspective on change. Second, by exploring the relatively unknown field of sensemaking of mundane changes, the paper contributes with an extension of a Post Weickian sensemaking perspective on change. <i>2019 Special Focus: The New Story of Organizing</i>
15:10-15:25	Coffee Break / Pausa para el café
15:25-17:05	PARALLEL SESSIONS



Organization Life Cycles

The Organizational Life Cycle Scale: An Empirical Validation

Moyassar Al Taie, Assistant Professor, Department of Management, University of Sharjah, Sharjah, United Arab Emirates

Little attention has been given to verify and validate the Organizational Life Cycle measures. The purpose of this study is critically examine the psychometric properties of the Organizational Life Cycle (OLC) scale by Lester, Parnell, and Carraher using component-based structural equation modelling (PLS/SEM). Data obtained from a sample of 174 Australian CIOs from different sizes firms from different industries. Results show that the five stages OLC scale exhibit acceptable validity and reliability indices despite some minor weaknesses. Results also confirm the validity and the generalizability of this scale to measure and identify the OLC stages in different types of industries.

Change Management

Action Learning Past, Present, and Future

Robin Hurst, Assistant Professor and Coordinator, MEd in Adult Learning and PhD in Adult Learning, Teaching and Learning, Virginia Commonwealth University, Richmond, VA, United States

The story of action learning begins in the coalmines of Wales in the 1940's when Reg Revans began exploring new ways of solving problems by involving the miners themselves rather than bringing in outside experts. Over the next 40 years, Revans practiced and wrote about action learning, bringing it to Europe, Asia and Australia. Jack Welch brought Action Learning to General Electric and the United States in the 1980's. Action learning, however, was little known and practiced until several action learning books were published and conferences convened in the 1990's. Through the efforts of organizations such as the International Federation of Action Learning and the World Institute for Action Learning, action learning quickly became the leadership development and problem solving methodology of thousands of corporations and government agencies around the world. Research on action learning continues to identify ever more powerful ways for action learning to be used in virtual, national and global settings. The session will explore the history of Action Learning, Action Learning in its present state, and provide predictions of Action Learning in the future. This session is significant because it identifies the main strengths, pitfalls and challenges of action learning to date and provides a future vision of its potential value/impact worldwide.

Management Education

The Facilitation of Organizational Change: A New Paradigm of Non-linear and Agile Transition Management

Navneet Bhandal, Senior Change Management Consultant, Information Technology, Paradigm Change Consulting, Canada

In today's complex and turbulent business environment, organizational transformation has become synonymous with organizational existence. Rapid advances in technology, globalization, and evolving socio-cultural factors have challenged organizations to stay abreast of necessary changes at the same time eroding previous notions of linear evolution, stabilization of the business environment, and rationalistic approaches to change as "managed." In short, transformational processes in an organization need to be inherently complex and dynamic, representing a paradigm shift from managing change to facilitating and supporting transitions. This paper will examine the connotations of the term "change management" and challenge that concept's efficacy in the current environment, theorize a new role for change consultants as transition facilitators in a non-linear, ongoing process of organizational transformation. In addition, five key enablers to effective change management will be reviewed to support this paradigm which include: Benefits Realization & Return on Expectations; Outcomes Measurement & Adoption; Holistic Communications; Transformational Storytelling; and, Change Networks.

Change Management

The Effects of Responsive and Proactive Market Orientation on New Product Success

Tugce Ezgi Soyaltin, Research Assistant, Business Administration, Marketing, Istanbul Kultur University Faculty of Economics and Administrative Sciences, Istanbul, Turkey

Alper Ozer, Professor, Ankara University, Turkey

Sezer Korkmaz, Professor, Gazi University Faculty Of Economics And Administrative Sciences, Turkey

This study seeks to draw the importance of the process of producing new product in firms of universities' technoparks. Additionally, the purpose of this empirical study is to show that proactive and responsive market orientation have a significant effects on new product success. The paper designed a mail-survey that was sent to marketing managers, sales managers and general managers of small, medium and large scale enterprises in universities' technoparks, which resulted in 207 usable surveys. Data were analysed using simple and multiple regression analysis. The results show that proactive and responsive market orientation have a positive effect on innovation orientation; the most important finding is that the responsive market orientation is higher than proactive market orientation. Secondly, innovation orientation is another result that has a strong influence on new product success. Finally, when the mediation effect of innovation orientation has been examined on the relationship between proactive and responsive market orientation and new product success, the consequence is that proactive and responsive market orientation has partly mediated effect to new product success. However, the effect of responsive market orientation has been observed as higher than proactive market orientation.

2019 Special Focus: The New Story of Organizing

15:25-17:05

PARALLEL SESSIONS

**Room 2 -
C400**

The Roles of Leadership

Military Leadership Development and its Role in Natural Disaster Management: A Case Study of the 2016 Earthquake in Ecuador

Sandra Dennis, Consultant, Ministry of Social Development and Poverty Reduction and Ministry of Children and Family Development, BC Provincial Government, Victoria, British Columbia, Canada

The social and economic devastation from natural disasters takes an enormous toll and the resources to rebuild can take decades and consume much of the aid directed to these countries. The humanitarian principles of humanity, impartiality, neutrality and independence are discussed in light of military intervention in the face of natural disasters. On April 16, 2016, the west coast of Ecuador suffered a major earthquake. A case study of events and the actions of the country's military are documented in a firsthand account. Recommendations are made for military actions for future events which could also be extrapolated to other countries. The need for contingency plans to be formulated and consistent policy making to be in place in anticipation of natural disasters is advanced. Leadership development is shown to be crucial in emergency situations, along with strong project management skills..

Knowledge Management

Heterogeneity in the Transition and Challenges of First-time Managers

Xavier Mundet

Renate Osterchrist, Professor, Hochschule München, Germany

Among studies of the transition of employees into a first-manager role a pervasive assumption is that the starting point for the transition is similar. It is of high importance to understand if and how the heterogeneity of starting points that new managers face is associated with different challenges they confront. We rely on over 70 hours of interviews with 45 managers of multinational companies in the time that immediately followed their transition into managers. We study what characterized their starting points and what challenges they were confronted with. Our preliminary findings show key differences in the challenges they face that are associated with the starting point the new manager has. We explore implications on what companies can do to support a successful transition.

Management Education

Know Where You Stand Before You Do Anything: Staff Self-Assessment for Successful Public and Nonprofit Programs

Aziza Zemrani, Associate Professor, University of Texas Rio Grande Valley, TX, United States

Cynthia Lynch, Associate Professor, Master on Public Administration, Hawaii Pacific University, Honolulu, HI, United States

Diversity is more than just ethnicity and gender, and cultural competency is more than just being able to say hello in another language. Diversity and cultural competency are also about how we think and our attitudes towards others. Understanding our attitudes about and towards others is particularly important for public sector and nonprofit programs. Intervention programs designed to serve the public are doomed to fail if the program designers fail to culturally identify with the population they are serving. Equally, program evaluators are likely to miss the failures of the program to meet the needs of the population it is intended to serve, if they are also culturally insensitive. Massive, nation-wide diversity training initiatives such as the one Starbucks embarked on in 2018 are necessary but not sufficient to make a significant difference in consciousness raising to foment lasting organizational change. One-size-fits all diversity training initiatives, without prior knowledge of where each trainee fits on the culturally competent spectrum, ends up being understood by many participants as a lecture on "political correctness" rather than a deep learning experience, and results in a collective data dump as they cross the threshold of the training room at the end of the session. This paper uses a case study of a Hawaiian nonprofit organization's failure to understand and culturally identify with the population they were charged with serving to illustrate the fundamental need to do employee cultural awareness self-assessments prior to program implementation and evaluation.

Organizational Cultures



Cronología, tiempo, historia

La innovación en los modelos de estructura organizacional a través del tiempo

Hayde Atximba Hernández Huerta, CONACYT, México

Lorena Villa Santana, Estudiante de Maestría, Universidad Autónoma del Estado de Hidalgo, México

Martín Aubert Hernández Calzada, Profesor- Investigador, Universidad Autónoma del Estado de Hidalgo, México

El presente documento tiene por objetivo desarrollar un análisis transversal de la innovación en los modelos de la estructura organizacional y los factores que la provocan, los cuales fueron concentrados en una matriz cronológica desde sus inicios hasta la actualidad. De tal forma se realizó una investigación descriptiva-documental a partir de la revisión de la literatura e importantes aportes de las nuevas formas organizacionales, evolución, innovaciones que presentan y los factores detonantes. Se han recopilado sus elementos de innovación para hacer un análisis comparativo que ayude a facilitar su consulta.

Tema destacado 2019: La nueva historia de la organización

Organización militar: Sistema organizacional de la Marina de Guerra Argentina a fines del siglo XIX

Cristina Pagnanelli, Doctoranda, Filosofía y Letras, Universidad de Buenos Aires, Buenos Aires, Argentina

A fines del siglo XIX, la Marina de Guerra Argentina consolidó su sistema organizacional. Junto al poder político, en el lapso de tres décadas creó una cultura institucional, un sistema regulador, legislativo y administrativo. Esta estructura pervivió por más de cinco décadas y compartió los avatares políticos del país. En ésta ponencia describimos las características que adquirió el proceso antes mencionado. Analizaremos también los rasgos de la cultura institucional y sus vínculos con la sociedad civil.

Culturas organizacionales

Propuesta de mejora organizacional para una empresa transnacional: Empresa de servicios en el ámbito de la sustentabilidad (estudio de caso)

José Manuel Mariscal Mariscal, Profesor, Universidad Nacional Autónoma de México, México

Sergio Raúl Jiménez Jerez, Instituto Politécnico Nacional, Ciudad de México, México

Arely Monserrat Mariscal Mariscal, Instituto Politécnico Nacional, Ciudad de México, México

Las organizaciones a nivel mundial, en los últimos años se mueven mediante procesos (normatividad documentada) con la necesidad de tener el control sobre cada uno de ellos, para que sean desarrollados de una manera eficaz y eficiente, por lo que es importante contar con un sistema de control interno aplicado a través de manuales administrativos (manuales de procedimientos y de funciones), que son las guías operativas para el desarrollo de actividades que se asigna a una persona dentro de la organización. A mediados de la década del noventa, la idea de cambio cultural ha tomado gran seriedad por el mundo de los negocios, ha sido tomada con optimismo y vista como oportunidad para agregar valor a las personas. El concepto de cultura en el mundo de los negocios tiene en gran medida un uso estratégico orientado al cumplimiento de objetivos a nivel organización. Con la presente investigación se examina el papel importante que juega la normatividad documentada y su relación e impacto con la productividad dentro de la vida diaria de toda empresa, tomando como caso de estudio una empresa mexicana con presencia de su corporativo en el Estado de Nuevo León, en el área metropolitana de Monterrey. Misma que permite dilucidar vía discusión entre teoría y resultados obtenidos, la relación directa entre las variables, que será la base para la generación de una propuesta de mejora organizacional para la empresa caso de estudio.

Gestión del cambio

Challenging Transitions

Intensifying Awareness and Adaptation to Internationalizing and Acculturation of Cross-cultural Encounters from School to Work

Liton Furukawa, PhD Researcher, Interdisciplinary Studies, Royal Roads University, Victoria, Canada

With the growing population of international students changing the demographics in Canada, and the dramatic increase of internationalization in the academy as a part of the Canadian present and future, the federal government offers a new category which is the Canadian Experience Class of immigration to assist a certain number of graduates. The transition from school to work is crucial for the international students who wish to apply as a skilled work under the Canadian Experience Class. However, research and projects focusing on school-to-work programs emphasizing cross-cultural adaptation are lacking. Therefore, this paper summarizes and extends prior research by anthropologists, business consultants, and educators, investigating the effects on foreign individuals interacting with others during the learning curve and in working contexts within the period of transition from school to workplace. This research concerns not only the “toward land”, but also the “on land” international student; it aims to investigate the main causes of international students’ difficulties in cross-cultural adaptation during school-to-work transitions in Canadian contexts. The initial stage of cross-cultural transition involves international students relocating to a new environment; second, their education does not entirely prepare them when they complete a degree in Canada and are then employed at a Canadian workplace. Thus, this 2nd level of cross-cultural adaptation from school to work needs to be explored and studied. Presenting diverse conceptualizations of research and social construction theory lays the groundwork for the subsequent articulation of this interdisciplinary research project.

Organizational Cultures



Human Resource Development

The “Human” Role in Matching Platforms

Rikiya Tsuchihashi Tsuchihashi, Associate Professor, Department of Business Management, Aichi Gakuin University, Japan

Kazuyuki Kozawa, Professor, Aichi Gakuin University, Japan

Matching platforms such as Airbnb and Uber have become widely accepted in modern society. The role of matching platforms is to reduce transaction costs for users, implying that platforms that most effectively reduce transaction costs can gain a competitive advantage. To reduce costs, platforms invest in technology such as recommendation systems, reviews and ratings, and search tools. Although prior research has stressed the importance of reducing transaction costs, how to achieve this reduction has not been fully examined. Moreover, existing research does not account for the surge of artificial intelligence and the human role. From a qualitative case study on the Japanese logistics industry, we reveal the advantage of direct human intervention in matching platforms. In the early 2000s, due to the advancement of information technology, more than 40 Vehicle-Cargo matching platforms emerged in the Japanese logistics industry. These platforms match “return truck” and cargos. Although most platforms utilizing a “Bulletin Board” interface to match return truck and cargos have failed, platforms with a “visible hand” have succeeded, reflecting the strength of direct employee involvement in the search, negotiation, and coordination process. We find three factors behind the strength of the “visible hands” strategy compared to the “invisible hands” strategy: acceptance of ambiguities, reduction of complexities, and, reliability. For early-stage enterprises, we find that a “visible hands” strategy may reduce transaction costs. This proposal contributes to platform strategy by shedding light on new sources of competitive advantage.

Change Management

Cultural Leadership and the Role of Women in the Museum and Cultural Sector in Qatar: Female Decision-making and Leadership in Cultural Heritage

Catharina Hendrick, Lecturer, Museum Studies, UCL Qatar, Doha, Qatar

The topic of cultural leadership and the role women play in the museum and cultural sector, in Qatar and the region, is gaining importance and awareness, but, the role women play in shaping the development of museums is, in general, neglected in museum literature. The aim of my research project at UCL Qatar is to investigate the significant role women play in the museum and cultural sector in Qatar (such as in the governing bodies of Qatar Museums (QM) and Qatar Foundation (QF)). Thus, the leadership role women (both Qatari and non Qatari) play in the development of the museum and cultural sector in Qatar will be investigated. This paper will outline preliminary research findings from fieldwork to consider the ways women lead in cultural heritage institutions in Qatar, if there are different ways of working and in what ways do women play an active role in shaping and developing the museum and cultural sector in Qatar?

Organizational Cultures

Discovering Potentials and Capacities: A Case of an Academic Library in the Northern Philippines

Louise Ian Aquino, Head Librarian, Metro-Dagupan Colleges Library, Metro-Dagupan Colleges, Mangaldan, Pangasinan, Philippines

The shortage of Professional Librarians in the Philippines has resulted in hiring employees with little to no background or experience in librarianship to serve in libraries in many institutions. This practice can cause difficulties for the librarian concerning staff management and the delivery of library services. However, it can be argued that having untrained staff is better than having no staff at all. Discovering the staff's potential is sometimes not easy but can be of great value to library management. The librarian in an Academic Library in Northern Philippines investigated its personnel's capacity by assigning them to handle the Current Awareness Service (CAS) of the library with very little assistance from the Librarian. This paper reports the work of the staff in the CAS of the library and its impact on the student community, as well as the values learned and problems encountered by the personnel in performing the task.

Management Education

Flexible Work Arrangements and Workplace Well-being in Department of National Defence Public Servants in Canada: Deconstructing Perceived Availability and Actual Use

Natalie Mercer, Defence Scientist, DGMPRA, Department of National Defense, Ottawa, Canada

Mathieu Saindon, DGMPRA, Canada

David Scholtz, DGMPRA, Canada

Flexible work arrangements (FWA) are increasingly widespread and have been recommended in various workplaces for more than a decade. Recent literature has highlighted the importance of deconstructing workplace flexibility into employee perceptions of the availability of FWA and the self-reported use of FWA as they can be associated with different aspects of well-being (e.g., Allen, Johnson, Kiburz & Shockely, 2013; Bal & De Lange, 2015). The current study examines the relationships between FWA availability and use (i.e., variable hours, compressed workweek, telework, reduced hours, and job sharing) and various facets of self-reported well-being using data from the Defence Workplace Well-being Survey (DWWS). The DWWS is based on an instrument that aligns with Canada's national standard for psychological health and safety in the workplace (Ivey, Blanc, Michaud, & Dobrevá-Martinova, 2018). It includes measures related to job resources and job demands as well as outcome measures that assess psychological health. Results from 4708 Canadian Department of National Defence public servants will be presented including the extent of perceived availability and use of FWA in relation to job resources (e.g., autonomy, organizational support), job demands (e.g., work-life conflict, psychological stress) as well as work outcomes (e.g., morale, engagement, burnout). Results will examine differences between specific types of FWA (e.g., flextime, flexplace, or reduced hours) and aspects of workplace well-being. Finally, FWA availability and use will be examined in more detail including potential moderators of relationships to better understand FWA and workplace well-being. Implications of deconstructed FWA in large, public organizations will be discussed.

Organizational Cultures

Friday, 22 February	
08:30-09:00	Conference Registration Desk Open / Mesa de inscripción abierta
09:00-09:15	Conference Update / Noticias del congreso—Dr. Phillip Kalantzis-Cope, Chief Social Scientist, Common Ground Research Networks, Champaign, IL, United States
09:15-09:50	Plenary Session / Sesión plenaria—Dr. John Burk, Human Resources Manager, Intel Corporation, Chandler, AZ, United States
	"The Only Constant is Change: Developing a Compelling Story to Enable Organizational Transformation" John E. Burk received his PhD from Southern Illinois University in 1996. He is a Human Resources Manager at Intel Corporation focused on aligning talent, teams, leaders, and organizations to execute business strategies within high growth organizations. He leads organizational design, development, and change management initiatives for the businesses he supports. Previously, John served in senior executive roles in government and as an educational technology consultant in secondary and higher education in addition to being a faculty member of Arizona State University. He is a frequent presenter at conferences and has several publications in journals and handbooks.
09:50-10:20	Garden Conversation / Charlas de jardín
	Garden Conversations are informal, unstructured sessions that allow delegates a chance to meet plenary speakers and talk with them at length about the issues arising from their presentation. When the venue and weather allow, we try to arrange for a circle of chairs to be placed outdoors. Las charlas de jardín son sesiones informales no estructuradas que permiten reunirse con ponentes plenarios y conversar tranquilamente sobre temas derivados de su ponencia. Cuando el lugar y el clima lo permiten, se realizan en el exterior.
10:20-10:25	Transition Break / Pausa
10:25-12:05	PARALLEL SESSIONS



Systems and Process**Implementation of Lean in Healthcare: Problems and Solutions**

Christian Gadolin, Assistant Professor, School of Business, University of Skövde, Sweden

Lean has become one of the most widespread manifestations of Quality improvement in healthcare, however, both its suitability in healthcare settings and ability to achieve increased efficiency and quality has been questioned due to the fact that system-wide implementation has been proven difficult. Policy makers and legislators play a pivotal role in enabling healthcare organizations to enact more precise strategies and achieve harmonizing adaptations of guidelines and frameworks in order to avoid superficial implementation and concomitant ill-advised local adaptations. Through a qualitative content analysis of Swedish counties' annual reports, this paper highlights that policy makers and legislators ought to communicate a more precise ideal of what they perceive is included in the concept of Lean; a more nuanced approach towards why Lean ought to be implemented that incorporates a broader span of reasons distinct from financial dilemmas; as well as more developed and broader span of concrete activities that may facilitate Lean implementations. In addition, policy makers and legislators should direct more attention towards the potential conflicts that may arise during Lean implementations due to the institutional complexity found in healthcare organizations, as well as guiding and steering efforts regarding how such conflicts could be balanced and constructively handled.

Change Management

Finding Process Thought in the Systems Model: System within Process

Thomas D. Lynch, Professor Emeritus, International Academy for Interfaith Studies

Cynthia Lynch, Associate Professor, Master on Public Administration, Hawaii Pacific University, Honolulu, HI, United States

This paper explores the parsimoniousness of the Systems Theory logic model using Process Thought to apply it to three management activities, Budgeting, Building Harmonious Organizational Environments, and Transparency. This model, developed by Thomas D. Lynch in *Public Budgeting in America* (1995), presents a logic sequence with data feedback loops that can monitor and quantify the effectiveness of an intervention or administrative function. This model is particularly adaptable to complex abstract issues.

Change Management

A Systematic Review Study of Career Plateau

Sean Darling, University of Victoria, Victoria, Canada

The overall goal of this systematic review is to synthesize the empirical basis of the career plateau research. This systematic review process has three secondary goals: to present a state-of-the-art of the existing empirical research on career plateau; to provide new insights, analysis and interpretations through secondary analysis of the published data and findings; and to suggest a series of actions that, based on the systematization of empirical findings, help increase the effectiveness of individual and organizational attempts to prevent or mitigate the negative impacts of career plateau. Following a description of the methodology used to conduct the systematic review, key findings from the exploration of research methods and development of a map of empirical studies on career plateau is presented. The study provides greater clarity and new insights related to career plateau.

Organizational Cultures

Data-driven Management: Digital Technologies as Enablers of the Art and the Practice of Management

Marcelo Machado, Department Chair, School of Business / Entrepreneurial Leadership, Kwantlen Polytechnic University, Canada

Based on decades of research, Henry Mintzberg (2009) proposed management to be a combination of science (i.e., focus on analysis), art (i.e., vision and conceptualization) and craft (i.e., the practice of management). Today's business environment is extremely complex and dynamic. In search of efficiency and effectiveness, the digitalization of business models, processes, products, services and customers generate massive amounts of data. Moreover, new digital technologies have evolved to better process and make sense and generate intelligence from data. Over the years, digital technologies have evolved from reporting what happened (descriptive technologies) to recommending and implementing actions (prescriptive technologies). This paper updates Mintzberg view of management, by proposing digital technologies greatly reduce (sometimes automate) the need for the analytical side of management. Hence, management can better focus its energy on the more strategic, visionary and conceptual aspects of the practice (management). In terms of organization, a pertinent literature review is completed. Then, a "new" management framework is proposed and discussed. Furthermore, the validity of the framework, based a survey of managers is assessed. Lastly, a reflection about preliminary findings and opportunities for future research is also provided.

2019 Special Focus: The New Story of Organizing

Friday, 22 February	
10:25-12:05	PARALLEL SESSIONS
Room 2 - C400	The Greater Good Sifting through Organizational Noise to Serve the Greater Public Good JoAnn Barbour, Professor, Gonzaga University, Spokane, WA, United States A team of organizational leadership researchers recently conducted a work culture audit focused on understanding the organizational work culture of a local police department within a national environment of turbulence. My purpose is to present lessons learned about the complex process of building a collaborative research culture while exploring the work culture of this public agency. From this environment, findings will be discussed through the lenses of collaboration, contradictions, and challenges, and the metaphor of “noise.” When nature poet William Cowper (1817) once intoned, “A life all turbulence and noise may seem to him that leads it wise and to be praised, but wisdom is a pearl with most success sought in still waters,” (p.74), he was not speaking of 21st century organizations in which working in and understanding noise is important. Organizationally, noise can be variously a “loud, confused, or senseless shouting or outcry ... a sound ... noticeably unpleasant ... or interferes with one’s hearing of something ... unwanted signal or a disturbance ... irrelevant or meaningless data or output occurring along with desired information; ... common talk; something that attracts attention; [or] ... something spoken or uttered” (https://www.merriam-webster.com/dictionary/noise, 2017). In a turbulent environment, “a state of confusion, violence, or disorder” (https://www.merriam-webster.com/dictionary/turbulence, 2017) often characterized by unpredictability and/or uncontrolled change, a public agency has to evolve externally and internally: counter-intuitively must move toward the danger from outside forces (local community, technology, business, government, and professional challenges); and internally must develop a coherent, focused strategy (Fullan, 2000; Rumelt, 2011). <i>Organizational Cultures</i> Organizational Culture in a Small, Non-Profit Organization in Transition: The Organizational Culture Assessment Instrument in Use at Tahquitz Pines Conference Center Michael Jewell, Conference Center Director, Tahquitz Pines Conference Center, California Baptist University, Marion, IN, United States Through the development of the Organizational Culture Assessment Instrument (OCAI), Cameron and Quinn (2011) presented a method to assess the current climate within an organization and where the members of the organization believe the organization needs to be. This paper sought to provide an overview of Tahquitz Pines Conference Center, assess the culture using the OCAI, provide an overview of the results, analyze the meaning of the results, develop an organizational profile, and provide some suggestions on what Tahquitz Pines can do to bring its culture in-line in line with where the staff believe it needs to be. It was found that the culture leaned towards a clan-based culture with strong hierarchical leanings. Suggestions included acknowledging the apparent discrepancies between the two culture types, becoming more market-oriented, and the empowerment of employees. <i>Organizational Cultures</i> The Partnering Function in Organizations Lisa Burley, Senior Partnership Officer, Program and Partnership Branch, International Development Research Centre, Ottawa, Ontario, Canada There is much written across academic and practitioner literatures concerning the organizational challenge to adapt to an ever changing external environment. The same can be said for alliance building which is supported by a plethora of frameworks from practitioner contributions, and benefits from almost two decades of pro-partnership discourse, now fully embedded in the sustainable development goals. Only limited attention however has been given to the actual partnering function within organizations. The partnership function and its effectiveness can be seen as a fulcrum that balances on the one hand the efforts of the organization to sustain relevance within the external environment and on the other, internal organizational roles of specific individuals and task groups as well as policy, processes and sometimes simple precedence of how-did-that-work-the-last-time. This presentation will identify and discuss the challenges of the partnering function across levels as it relates to organizational strategy, climate and culture. <i>Organizational Cultures</i> Corporate Activism : A New Era of Corporate Social Responsibility Carol Madere, Associate Professor, Southeastern Louisiana University, LA, United States From opposing bathroom bills to cutting ties with the National Rifle Association, corporations are responding to pressure from customers, employees and shareholders and wielding a big stick in public policy areas. This paper examines the evolution of corporate social responsibility, focusing on the changing cultures of two companies from different sectors to answer these questions: What drove the changes? How are they being received? What are the risks? <i>Organizational Cultures</i>



Friday, 22 February	
10:25-12:05	PARALLEL SESSIONS
Room 3 - C440	Universidades, cultura e información La cultura organizacional como facilitador u obstaculizador para la alfabetización académica: Estudio de caso en una institución de educación superior colombiana Jazmin Galvis Ardila, Universidad EAN, Colombia Jennifer Eliana Aristizabal Machado, Practicante de Investigación, Universidad EAN, Colombia Hablar de alfabetización académica en el ámbito de la educación superior y de su eficiencia en las universidades significa que estaría sujeta a la existencia de comunidades discursivas contextualizadas que se sitúan dentro de una cultura académica específica. Esto obliga a pensar en alfabetización funcional. Carlino la define como “enseñar a participar en los géneros propios de un campo del saber y enseñar las prácticas de estudios adecuadas en él”. Jiménez precisa que una “persona alfabetizada funcional es aquella que ante una información recibida es capaz de operativizarla, o sea de transformarla en acciones consecuentes”. En ese sentido, direccionar esfuerzos hacia la alfabetización en la universidad obliga también al reconocimiento de características culturales, porque como afirma Halliday “nuestro medio es conformado por la cultura, y las condiciones en que aprendemos la lengua en gran medida están determinadas culturalmente”. Desde el 2016, investigadores de la Universidad EAN adelantan un proyecto para crear un programa de lectura y escritura. Aquí se mostrarán los resultados de la fase tres. Su objetivo fue caracterizar a los principales actores en la proyección y ejecución del programa, siendo estos, por un lado, los directivos quienes dan línea académica en la institución, por el otro, los docentes que operativizan las actividades relacionadas con la alfabetización académica. Finalmente, los estudiantes, quienes son los últimos beneficiados del proceso institucional y viven en el aula las prácticas de lectoescritura. Esto contrastado con las características culturales organizacionales de la universidad que contribuyen al éxito o fracaso de estos procesos. <i>Culturas organizacionales</i> La praxeología del conocimiento científico en gestión: Una revisión a la investigación doctoral Andrés Fernando Zapata Ramírez, Docente, Facultad de Ciencias y Administración, Universidad Nacional de Colombia, Bogotá, Colombia Carlos Alberto Rodríguez-Romero, Coordinador de la Red de Doctorados en Administración, Dirección y Gestión, Colombia La praxeología basada en las Ciencias del Hombre, reconocida por algunos teóricos como la relevancia de los resultados del proceso investigativo para la práctica gerencial y académica, es evidenciada por otros como ausente. El propósito es evaluar los resultados del proceso investigativo en gestión, particularmente en los productos “tesis doctorales”. Para ello se parte de la epistemología de las ciencias del hombre. La investigación se orienta al buscar responder al interrogante: ¿Cuál es el nivel de praxeología del conocimiento generado en las tesis doctorales en gestión en Colombia? En la primera aproximación con los análisis primarios a los documentos Tesis de Doctorado, se pone de manifiesto que hay un uso casi exclusivo de la epistemología de las Ciencias Naturales en la investigación en gestión. El trabajo se desarrolla en cuatro momentos. En el primero, con un método mixto, diseña un modelo cualitativo identificando categorías orientadoras y ejes de indagación del enfoque praxeológico en la literatura y en la revisión documental de tesis doctorales. En el segundo, se propone un modelo de evaluación cuantitativo para especificar aspectos observables de las tesis. En el tercer momento, se aplica el modelo a las tesis observadas. Por último se documenta el modelo cualitativamente. <i>Formación en gestión</i> El diseño como motor de información en la era de la interfaz Alejandro Chávez Robles, Instituto Nacional de Bellas Artes, Ciudad de México, México El diseño como disciplina analítica y planificadora que busca mejorar el entorno es de gran relevancia en el aprendizaje, pues permite visualizar la información de una forma más intuitiva y sencilla. Para ello, la posmodernidad fue un periodo determinante en materia digital con la llegada de la computadora, generando una herramienta de representación, investigación y propagación comunicativa global inmediata que estableció nuevas interacciones en la era de la interfaz y "experiencia del usuario", pues como refiere Hassan Montero, su función es “hacer esta tecnología amigable, satisfactoria, fácil de usar y, por tanto, realmente útil”. Considerado lo anterior, el presente ensayo pretende evidenciar la influencia del diseño en el proceso organizativo y almacenamiento en sistemas de datos personales, permitiendo accesibilidad y sincronización con diferentes dispositivos, abordando tópicos como arquitectura de la información, wireframes y pantallas responsivas. <i>Gestión del conocimiento</i>

Friday, 22 February	
10:25-12:05	PARALLEL SESSIONS
Room 4 - C100	Innovation Showcase Two Ideas Combined a Different Way: A Practical Way to Use Behavioural Assessments during Change Dave Soock, Partner, you-curve Inc. Change is a process people and organizations experience and is often described as several stages (Elizabeth Kubler-Ross - 1969, William Bridges - 1991, Jeff Hiatt - 2003). People are motivated differently depending on their behavioural motivators or "personal style" (Carl Jung - 1921, Isabel Briggs & Peter B. Myers - 1980, Lahnee Pavlovich - 2016). Meeting the needs of individuals during a change depends on both the stage of the change they are experiencing and their personal behavioural profile. Combining these two aspects of stage and style can be represented in a simple visual manner to measure the "people progress" of change. This provides a monitoring mechanism to shape change strategies and tactics through the course of a change initiative. Using this methodology and measurement technique is an effective way to reduce personal and organizational disruption and reduce time to adoption. <i>Change Management</i>



Friday, 22 February	
10:25-12:05	PARALLEL SESSIONS
Room 5 - C485	Structure: Implications and Outcomes Psychological Power: The Fifth Dimension of Power Humaira Mujib Power is generally considered top-down and usually seen as coercive, manipulative and systemic. Coercive power is patronizing, where all the resources and decisions lie with the leaders, as seen between parents and children. Manipulating power brings to center the structural inequalities whereby the leaders bring only safe agendas to the table to politically manipulate their own interests. Systemic power is dominating whereby the leaders shape the thoughts of the subjects. All these three dimensions of power reside in the identity of a leader. However, Foucault argues that identity power is ubiquitous lying with both the leader and the follower. Foucauldian take of power is normative used to discipline human beings to live according to the societal expectations. People follow the societal expectations blindly but challenge it when inequality results in their sufferings: physical and emotional. In this way Foucault sees power as a disciplining and resisting force. Foucauldian normative (fourth dimensional) power envelops all the other three dimensions but is underdeveloped (Clegg, et al., 2006). The present research argues that Foucault's power is underdeveloped in its psychological understanding; for example, a king due to his psychological power of being a king can exercise coercive, manipulative and systemic power. Similarly, human beings sufferings make them resist power initially at a psychological level and then at a physical level by using all the three dimensions. I call psychological power, the fifth dimension of power to understand its implications for organizations as seen in a power struggle between the management and employees. <i>Change Management</i> Supervisor-Subordinate Conflict Negotiation: Examining the Core Concerns in Light of Communication Accommodation and Gender Roles Piyawan Charoensap-Kelly, The University of Alabama in Huntsville and University of Southern Mississippi, MS, United States Guided by the core concerns framework, communication accommodation theory, and gender role research, this quasi-experimental study examines the interplay of core concerns accommodative-ness, gender roles, perceived goodwill, emotion, and intended negotiation behavior in supervisor-subordinate conflict negotiation. A core concerns message is defined as a message that addresses one or more of the five core concerns (i.e., basic social and psychological needs including appreciation, affiliation, autonomy, status, and role) that often underlie a conflict. Specifically, the study explores employees' positive emotion and intended negotiation behavior when their male versus female managers delivered a core concerns message to them under-accommodatingly, accommodatingly, and over-accommodatingly. The research also examines how employees' perceptions of the managers' goodwill might mediate the effects of the core concerns accommodative-ness and its outcomes. Results showed that core concerns accommodative-ness has a positive linear relationship with integrative intention (i.e., the tendency to seek win-win solutions) and positive emotion, and a U-shaped curvilinear relationship with distributive intention (i.e., the tendency to seek win-lose solutions). Also, goodwill mediates the linear relationship between accommodative-ness and positive emotion. Male managers' accommodative-ness has no direct relationship with integration but an indirect relationship through goodwill. However, for male managers, accommodative-ness has a Bell-shaped curvilinear relationship with integration and U-shaped curvilinear relationship with distribution. For female managers, accommodative-ness has direct relationship with emotion and integration regardless of perceived goodwill. Female managers' accommodative-ness also has a U-shaped curvilinear relationship (approaching significant) with distribution but not as strong as in male managers. Practical and theoretical implications will be discussed. <i>Management Education</i>
12:05-12:55	Lunch / Almuerzo
12:55-13:40	PARALLEL SESSIONS



Friday, 22 February	
12:55-13:40	PARALLEL SESSIONS
Room 1 - C680	Posters and Virtual Posters Portfolio of Incentives: Effect Assessment on Productivity Jessica Rubiano Rubiano, Universidad Nacional de Colombia, Colombia Carlos Eduardo Alonso Malaver, Professor, Department of Statistics, Universidad Nacional de Colombia, Bogotá, Colombia Samuel Nucamendi Guillén, Research Professor, Academia de Operaciones, Universidad Panamericana, Campus Guadalajara, Zapopan, Mexico Currently, organizations have incentive policies to motivate their employees, however, the incentive portfolio has been used closely in most Colombian companies, since its implementation is focused on purely economic aspects. According to Soto and Jaime (2005), 95.3% use only monetary incentive plans with their employees. Organizations start from the concept that money is what motivates a worker the most. However, in the long term the use of this stimulus becomes a problem for the organization if it is not accompanied by other stimuli that are not directed to the economic aspect, and that cause the same impact on employee satisfaction (Soto and Jaime, 2005). The construction of motivational profiles allows the management of incentive policies in a more effective way, since the preferences of the workers are directed towards the improvement of the level of individual performance. This allows to improve not only the productivity of the organization but also has a positive effect on the worker. <i>Change Management</i> Supply Chain Flexibility: A Literature Review Araceli María Rojo Gallego Burín, Profesor Sustituto Interino, Departamento de Economía Aplicada, Universidad de Granada, Profesor Sustituto Interino, Departamento de Economía Aplicada, Universidad de Granada, Granada, Spain Marina Rojo Gallego Burín, Personal Técnico de Apoyo a la Investigación, Instituto Interuniversitario de Criminología, Universidad de Granada, Personal Técnico de Apoyo a la Investigación, Instituto Interuniversitario de Criminología, Universidad de Granada, Granada, Spain The aim of this paper is to analyze the understanding of supply chain flexibility (SCF) definitions and dimensions present on the literature. The proposed research method is based on the systematic literature review and on the obtaining and analyzing the data from the SCF, supply chain management, flexibility and existing literature. This raises the following questions: How is the SCF definition understood among the existing literature? How many SCF definitions are and how are distributed along time? What elements or characteristics are present on each definition? What are the SCF dimensions in the current literature? What units of analysis are used in the dimension analysis? What research methods are used to get those dimensions? How is the influence of characteristics like unit of analysis / research method in the SCF dimensions proposed by each article? Finally, the main conclusions obtained during the course of paper are discussed, as well as the main drawbacks encountered and the future research lines which arise from this research <i>Knowledge Management</i> Employees' Perception of Fairness in Relation to Managerial Skills of Their Supervisors in the Workplace Ana L. Gonzalez, Student, Albizu University, Miami, FL, United States Toni DiDona, Albizu University, Miami, FL, United States Wendy Centeno Soto, Student, Albizu University, Miami, FL, United States Reinier Ramirez, Admissions Representative, West Coast University, Irvine, CA, United States Paul Marrero, Masters Student, Industrial and Organizational Psychology, Albizu University, Miami, FL, United States The role of fairness perception and its links with managerial practices are included among the most frequently researched topics in industrial-organizational psychology, human resource management, and organizational behavior over the last decade. The purpose of this study is to explore the relationship between employees' perception of fairness and managerial skills of their supervisors. Results of this study found a moderate positive correlation between variables. Findings confirmed that the managerial skills of supervisors and their family supportive behaviors have an impact on employees' perception of fairness. <i>Knowledge Management</i> Employee Education and Perception of Innovation Barriers Nuttapon Punpugdee, Instructor, Operations Management, Kasetsart University, Bangkok, Thailand Business firms must innovate to create and sustain competitive advantage. While a number of studies on various aspects of corporate innovation in an emerging market economy like Thailand has recently risen, many questions in the research area of innovation barriers in some industry contexts remain unanswered. The food and beverage industry in Thailand has experienced a tremendous growth in recent decades. The companies in the industry can maintain a high growth rate by continuously adding innovative products to their portfolios. Nonetheless employees play an important role in this value creation activity. Their perception of innovation barriers in the company impacts their willingness to take an active part in corporate innovation. As part of a research stream on employee perception of innovation barriers in the Thai food and beverage industry, this paper aims to investigate the relationship between employee education and perception of barriers to innovation. The results of this study showed that perception of innovation barriers were varied from one employee to another because of employee educational status. Bachelor's degree holders suggested that fear of failure was largest innovation barriers while master's degree holders named lack of innovation training as strongest barriers to innovation. <i>Knowledge Management</i> Creating a Culture of Professional Engagement: Meeting a Strategic Priority Eileen Theodore Shusta, Director of Planning, Assessment & Organizational Effectiveness, University Libraries, Ohio University, Athens, OH, United States Scott Seaman, Dean of University Libraries, Ohio University, Athens, OH, United States The Libraries completed strategic planning in 2012, using an approach similar to the Balanced Scorecard. One strategic priority was to "Promote a culture of professional development among all staff." One initiative was to create an internal mechanism for professional engagement and career ladders. The presentation will focus on a multi-factored assessment of the impact on the professional library staff from the changes implemented, and if that resulted in a change in culture. <i>Organizational Cultures</i>



Friday, 22 February	
12:55-13:40	PARALLEL SESSIONS
Room 1 - C680 cont.	Small Community Entrepreneurial Linkages to Regional Markets and Manufacturing: Employing Institutional Organizational Theory Nancy Miller, Professor, Design and Merchandising, Colorado State University, CO, United States Employing institution organization theory, we empirically study geographic communities in their support of new apparel manufacturing ventures. This research elaborates the local culture and rationalized beliefs that constitute embedded agency and potential linkages to broader market organizations, either of which may hinder or advance the ongoing process of legitimacy in the emerging businesses. The concept of locality is examined for affecting entrepreneurial capacity within the localized community as well as within regional manufacturing systems. The context of the study involves apparel manufacturing startups as organizations in two geographically distant rural Colorado communities with populations less than 20,000. Rural communities are said to seek ideas for new industry and programs aimed at enhancing business growth, entrepreneurship, technology integration, and long-range sustainability. The low overhead and lower cost of living in rural communities allow a business model with competitive pricing for apparel manufacturing. However, rural communities are likely to hold norms that necessitate conformance if the organization is to receive support and achieve legitimacy. Legitimacy may influence the organization's strategic choices. There are also constraints that accompany the small community in terms of individuals who are interested or capable of working in manufacturing. This was evidenced by a rural Colorado apparel entrepreneur who found local and industry capacity were conversely related. She stated, "We were completely surprised by the demand for our services. And simultaneously, completing surprised by the lack of workforce." Using a mixed method approach, we draw together insights from community members and apparel manufacturers, both locally and regionally connected. <i>Organizational Cultures</i> Learning a Second Language with Time Paired Practice: Building Confidence and Character in Classrooms around the World Samuel Rose, Assistant Professor, Faculty of Letters, Risho University, Shinagawa, Tokyo, Japan In 2020, Tokyo will host the XXXII Olympic Summer Games. Prime Minister Abe, as well as numerous other political leaders, have been calling for vast improvements in the development of practical English skills. These leaders would like to see individuals enhance their actual English communication/speaking abilities in order to meet the challenges of an ever-increasing globalized world. Unfortunately, many of the traditional teaching methods used in Japan do not seem to be having the desired effect. Politicians like Toshiaki Endo, the leader of the Liberal Democratic Party's system revitalization headquarters, are still making claims like, "We all know that the (current) six years of English education did not help us speak English." Additionally, despite the incredible amount of resources spent on the development of second language acquisition skills, there is still a definite gap between what theoretically works in Japanese classrooms and what actually works. For fifteen years, Time Paired Practice (TPP) has been successfully used in various universities in the Greater Tokyo Area. The teaching method is simple yet effective, and it has proven to raise confidence and motivation levels in Japanese classrooms. This TPP poster presentation will introduce an oral communication teaching style that focusses on building and individual's confidence while improving his/her second language abilities. It is the presenter's hope that the information will provide viewers with some new and innovative techniques that can be used in various teaching environments around the world. <i>Management Education</i>

Friday, 22 February	
12:55-13:40	PARALLEL SESSIONS
Room 1 - C680	Sesión de pósteres y pósteres virtuales Análisis de tecnoestrés causado por automatización de procesos dentro de una organización (póster) Oswaldo Galeana Morales, Estudiante de Maestría, Universidad Autónoma de Querétaro, Querétaro, México La introducción de las Tecnologías de la Información y Comunicación a las organizaciones para mejorar los procesos internos puede llegar a causar repercusiones en la salud física, psicológica y emocional de los individuos que se enfrentan ante un cambio tecnológico. El implementar un nuevo software que unifica todas las áreas de la empresa para tener una gestión automatizada puede provocar fatiga y ansiedad en los individuos que laboran directamente con esta herramienta tecnológica. Dichas consecuencias son las que dan paso a la presencia de tecnoestrés. Esta fase del estudio buscó validar el instrumento RED-TIC para análisis de tecnoestrés, mediante la medición de sus variables en tecnoansiedad y tecnofatiga en las áreas administrativas y operativas de la organización aplicando un análisis de confiabilidad de alfa de cronbach. Se encontró un resultado bajo de tecnoestrés, lo que muestra que no es un problema significativo, por lo que para una posible prevención futura, se propone una estrategia que consiste en tener comunicación directa con los implicados y una inclusión en la toma de decisiones para la implementación de la tecnología, así como un diseño del software más amigable con el usuario. <i>Gestión del cambio</i> Dinámica de la diversidad en la industria de los videojuegos (póster) Rodolfo Coria, Estudiante de posgrado, Universidad Autónoma de Querétaro, México Luis Rodrigo Valencia Pérez, Profesor, Universidad Autónoma de Querétaro, México Adelina Morita Alexander, Docente, Universidad Autónoma de Querétaro, México ¿Qué importancia tiene la diversidad de las personas que integran los equipos de trabajo de las empresas de videojuegos en su éxito? La intención de este trabajo es, precisamente, la de explicar si la diversidad en las personas afecta de manera positiva el proceso de desarrollo de entretenimiento digital, de modo que se identifique cuan importante es para una empresa de desarrollo de videojuegos tener un cuerpo laboral más diverso. El presente trabajo se realizó a través de una metodología basada en la recopilación de literatura pertinente al tema tratado. <i>Culturas organizacionales</i> Las redes sociales y la comunicación museística en Querétaro: Un caso de estudio de la funcionalidad de las redes sociales en la comunicación de los usuarios y museos (póster) Melissa Monserrat Machuca Prado, Estudiante, Universidad Autónoma de Querétaro, México A través del presente trabajo se realiza un análisis sobre el manejo de las redes sociales como canal de comunicación para los museos del municipio de Querétaro, con el objetivo de conocer las formas en que se aprovechan estos espacios para crear vínculos con su comunidad virtual. Se realizó una revisión de literatura y casos exitosos en el manejo de redes sociales de museos alrededor del mundo para conocer las principales tendencias y algunos ejemplos que han funcionado. Se realizaron dos entrevistas exploratorias en dos museos de los museos del municipio de Querétaro, siendo uno de naturaleza privada y el otro público, esto con la finalidad de poder establecer como primera prueba una comparación entre ambos y el uso que dan a sus redes sociales. <i>Gestión del cambio</i> Nueva Gestión Pública: Estudio de caso de la Gestión por Resultados (póster) Alexandra Hernández, Coordinador Administrativo, Koppert Development Institute Berries, Morelia, México En base a la Nueva Gestión Pública, la Gestión por Resultados establece una metodología innovadora para las organizaciones que permite tener un mejor control basado en la eficiencia de los recursos y la retroalimentación de los procesos, para hacer que la toma de decisiones sea más efectiva para el logro de las metas establecidas, dando como resultado una mayor rentabilidad y cultura corporativa. La GpR es aplicada al estudio de caso de KDI Berries, empresa dedicada a investigación, desarrollo tecnológico y transmisión de conocimientos especializado en cultivos de berries. Dicha empresa está en una reestructuración general con el objetivo de poder obtener mejores resultados por medio del establecimiento de metas para poder medir y mejorar las áreas de oportunidad de esta. La implementación de una innovadora metodología GpR sostiene el logro de metas y objetivos en las organizaciones, independientemente del rubro en que se encuentren, orientando los esfuerzos de la reestructura organizacional, implementación de programas de incentivos, asignación de responsabilidades y empoderamiento del personal para el logro de metas de una forma óptima, buscando eficiencia y eficacia con resultados de calidad. <i>Gestión del cambio</i>



Análisis de las teorías contemporáneas de motivación laboral aplicadas a profesionistas jóvenes (póster)

Hazel López, Estudiante, Universidad Autónoma de Querétaro, México

El objetivo de este estudio es analizar las preferencias relacionadas con el entorno laboral que tienen los profesionistas jóvenes y sus principales motivadores laborales. Como sabemos, el personal humano es lo que constituye a todas las organizaciones. Por ello es tan relevante identificar cuáles son las preferencias que motivan a aquellas personas jóvenes y a qué se deben estas preferencias. Para ello, se realizó un instrumento de recolección de datos que incluye desde datos de información general hasta preferencias laborales particulares. Se mencionan también las teorías de motivación laboral contemporáneas para determinar si hay alguna correlación entre características y los resultados obtenidos. En general se obtuvieron resultados uniformes con poca dispersión, pero algunos puntos en especial tienen información interesante que se profundiza más adelante. Es importante mencionar que lo más relevante de esta investigación es que se centra en profesionistas jóvenes. Esto quiere decir que fueron seleccionados en un rango específico de edades, por lo que se puede observar hacia donde se dirige el interés de ellos cuando se refiere a su situación actual laboral. Finalmente se obtienen conclusiones en base a los resultados obtenidos y el análisis de esta información, en referencia a los conceptos teóricos expuestos.

Culturas organizacionales

El arte del lenguaje corporal en la transformación del pensamiento (póster)

André Ferley Mendez Mejía, Estudiante, Contaduría pública y Administración de empresas, Universidad de Pamplona, Colombia

El objetivo general de la presente investigación es efectuar un análisis constructivo del lenguaje corporal en la transformación del pensamiento en el área de ventas y conectividad del consumidor Cucuteño (Ciudad Colombiana, Departamento Norte de Santander) evaluando cambios organizacionales que permitiesen una mejora competitiva y acceso a mercados nacionales. Objetivos específicos: 1) Examinar los distintos tipos de lenguaje no-verbal llevados a cabo en el proceso de las ventas a través de análisis exploratorio y recolección de datos cualitativos. 2) Identificar las influencias del mercado con respecto a la triangulación lingüística. 3) Encontrar desde un eje experimental un aporte que brinde la posibilidad de relación entre tipos de lenguaje no-verbal y la transformación de pensamiento en las ventas directas. Se procede a una investigación exploratoria por medio de recolección de datos con resultados empíricos-cualitativos. Contiene cuatro fases: 1) Examinar las situaciones. 2) Identificar la información por medio del estudio basado en la observación (Grupo Focal), entrevista, estudio de casos. 3) Presentación de Hipótesis Experimental. 4) Gestionar la exposición de la hipótesis para su consideración institucional y empresarial. Los resultados arrojados por el momento son las variables del lenguaje corporal (siete en el área de ventas). De igual forma, la empresa que forma a sus trabajadores en áreas del lenguaje corporal aumenta en un 60% sus ventas y un 90% de los consumidores consideran que el comportamiento y la representación no verbal de la interlocución es la máxima influencia en la compra.

Culturas organizacionales

Focused Discussions**Neurodiversity in Higher Education: Building a Culture of Innovation, Creativity, and Persistence**

Jimmie Smith, Director of the Learning Effectiveness Program, University of Denver, Denver, CO, United States

Institutions of higher education are organizations in constant change in order to meet the neurodiverse needs of adult learner. Neurodiversity was first developed as a term referring to a social and clinical movement to explain that the world is made up of individuals with a wide range of skills, perspectives, and abilities. This movement took on a social justice stance by working to create and develop better support for the diverse needs of individual people and at the same time create a better understanding and acceptance of differences and strengths. The neurodiverse approach is to adapt the environment to meet the needs of individuals rather than forcing individuals to adapt to an unsupportive environment. In so doing, the higher educational institutions are evolving more in to organizations of change and knowledge management, and are developing a culture of innovation.

Management Education

Image in the Arena of Presentation and Public Speaking: The Importance of Appearance as well as Content

Gillie Haynes, Adjunct Professor, Communications, American University

Distance that one will travel to absorb a well-crafted speech or presentation is never too far. However, the knowledge being presented could possibly be lost if the presenter fails to place an equal share of attention on Image. The Image projected by a presenter has the potential to enhance the receiving of the message or possibly create a distraction for those in attendance. I propose a Focused Discussion to include – Choosing and rehearsing the best way to present the information...Reviewing and assessing if the language and words to be used will be understood by all...Understanding the importance of eye contact and gestures...Exercises to work through nervousness...Clear, proven ways to eliminate “um’s” when speaking...Techniques to speak with confidence in any setting...Selecting and using supporting visual and printed materials in the most effective way...How to maintain composure despite unforeseen distractions...The most appropriate look and style of dress for the occasion. The attention to detail given during the formation of a presentation or speech will serve to create a memorable experience for both the presenter and the audience. Respectfully submitted by...Gillie Haynes

2019 Special Focus: The New Story of Organizing

A Dialogue on Organizing a Community of Practice for Conflict Intervention

Terry Neiman, Adjunct Faculty, Centre for Conflict Resolution, Justice Institute of British Columbia (JIBC), New Westminster, BC, Canada

Tara Kowalski, Adjunct Faculty, Justice Institute of British Columbia (JIBC), New Westminster, BC, Canada

Kent Highnam, Program Director, Justice Institute of British Columbia (JIBC), New Westminster, BC, Canada

The goal of this session is to increase our personal and collective understandings of how we attain the benefits that come from working for change within organizations. Over the last 40 years, there has been huge growth in the art, understanding, and practices of leadership through building a commitment for change. The art of leadership demands finding an equilibrium to deal with conflicts where organizational goals must be met and people have an appetite for autonomy and human connection. The Justice Institute of British Columbia is at the forefront of Canadian efforts to advance conflict resolution through skills-based training and partnerships involving industry, government, and the professions. This approach is informed in significant, and often subtle ways, by influences ranging from “Getting to Yes,” to counseling psychology research, to the phenomenology of Paul Ricœur, to Adam Kahane’s four stages of dialogue. This session’s panel of practitioner/educators will reflect on the complexities, challenges, benefits, and emerging developments in organizational conflict education and practices worldwide. They will share their personal experiences of the conflict change process via play, audience participation, and dialogue. This session is open to all, and will be of special interest to scholars and professionals involved in conflict intervention, mediation, facilitation, and negotiation.

2019 Special Focus: The New Story of Organizing

Healing after Organizational Trauma: What Leaders Should

Lynda Byrd-Poller, Thomas Nelson Community College, United States

Jennifer Farmer, Renewed Mindset, LLC, United States

Valerie Ford, ISP Global Communication, United States

Effective 21st century organizations build cultures that adapt to an unpredictable and changing environment. This work endeavors to make a contribution to knowledge about organizational trauma and leader behaviors - specifically what leaders can do when there are signs of trauma in the organization due to organizational change. This session will focus on the conceptual relationship between organizational trauma, organizational change, transformational leadership behaviors and their influence on engagement and professional identity. Through our discussion we hope to gain insight to inform future research that will help to validate the conceptual framework and further the understanding of organizational trauma.

Change Management

Developing Leader Behavior to Effectively Balance Exploration and Exploitation and Create Organizational Capacity: Critical Factors to the Innovation Process

Jennifer Groh, Associate Vice President, Council for Adult and Experiential Learning (CAEL), United States

Claudia Santin, Dean, College of Business, Concordia University Chicago, River Forest, IL, United States

Innovation and change are hallmarks of modern organizational success, requiring the complex and often polarizing need for both exploration and exploitation to build capacity and achieve sustainability. Tabebu, Geyser, Halting, & Wijnber (2016) citing Levinthal and March (1993) noted that exploration activities relate to activities that search for new knowledge, while exploitation activities relate to the organization’s efforts to improve current knowledge. According to Rosing and Zacher (2017), exploration and exploitation are critical to the innovation process and are leader behaviors that require attention and balance. Leaders, therefore, are challenged with utilizing behaviors and fostering a culture that balances the extremes of exploration and exploitation to build organizational capacity and sustainability through innovation. Shapiro, Wang, and Peltason (2015) proposed mindfulness, Hollywood, Blaess, Santin, and Bloom (2016) proposed holistic mentoring and Groh (2016) proposed pragmatic energy. Gabriel (2004) discussed how to use narratives as devices to engender collaboration between managers and employees and Boje (2001) discussed how organizational narratives and storytelling apply to innovation narratives. This presentation reviews the literature on leader ambidextrous behaviors and examines the aforementioned approaches for their potential in developing leader behaviors that effectively balance exploration and exploitation in creating organization capacity and sustainability. The discussion will also include practical application narratives; attendees are encouraged to bring their own practical examples of leader approaches to balancing creativity and execution to develop the dialogue.

Organizational Cultures



Ponencias virtuales breves**Transición de la evaluación cuantitativa a la cualitativa mediante la construcción colectiva de rúbricas: Las rúbricas para la evaluación objetiva (ponencia virtual)**

Daniel Acosta, Profesor, Ingeniería Agroecológica, Corporación Universitaria Minuto de Dios, Colombia

Elena Ponce, Coordinadora, Corporación Universitaria Minuto de Dios, Colombia

La evaluación de la enseñanza-aprendizaje por competencias requiere de evaluaciones objetivas que permitan el diagnóstico del proceso de aprendizaje y su aplicación en casos reales para los estudiantes. Se han identificado falencias en las competencias específicas de los estudiantes de Comunicación Social-Periodismo de una Institución de educación superior colombiana, y se ha generado un plan de gestión del cambio para generar una transición de la evaluación cuantitativa actual a la evaluación cualitativa enfocada en la evaluación por competencias. Se ha diseñado e implementado un plan de gestión de cambio basado en las seis fases planteadas por los teóricos Hall & Hord.

Gestión del cambio

Gestión del autoconcepto: Elemento clave en la iniciativa empresarial de personas con discapacidad física y/o sensorial (ponencia virtual)

Manuela Avilés Hernández, Profesora, Departamento de Trabajo Social y Servicios Sociales, Universidad de Murcia, Murcia, España

Los estudios sobre el emprendimiento de personas con discapacidad son escasos en la literatura, entre otras cosas porque se trata de un colectivo poco extendido. Se estima que, entre los años 2011 y 2015, apenas el 11,6% de las personas discapacitadas ocupadas en España lo eran por cuenta propia, siendo en su mayoría empresarios autónomos sin asalariados. Esta circunstancia ha hecho que las investigaciones pongan el acento, más que en el perfil de la persona discapacitada que emprende, en aquellos aspectos que dificultan su emprendimiento. Los aspectos psicológicos son los que más limitan la motivación emprendedora de estas personas, según estudios recientes. El autoconcepto, entendido como el conjunto de imágenes, pensamientos y sentimientos que la persona tiene de sí misma, se considera clave en este sentido. Si la persona tiene una percepción negativa de sí misma, a veces como consecuencia de su discapacidad, se autoimpone barreras personales que limitan su iniciativa emprendedora. El objetivo de esta comunicación es significar la importancia del autoconcepto en lo referente al emprendimiento de este colectivo. Para el análisis, se parte del discurso de 15 personas a las que se ha entrevistado, y que de alguna forma están relacionadas con el mundo de la discapacidad y el proceso de emprendimiento. Las entrevistas se han analizado con el programa informático Atlas.ti (versión 8). Los resultados forman parte del proyecto de investigación «Discapacidad y Emprendimiento. Análisis Competencial».

Culturas organizacionales

Diseño de un modelo para la gestión del conocimiento con enfoque BPM en una organización: Articulación de gestión del conocimiento y Business Process Management (ponencia virtual)

Marisol Peña López, Estudiante de Pregrado, Escuela Colombiana de Ingeniería Julio Garavito, Bogotá, Colombia

Claudia Yadira Rodríguez, Profesora Asistente, Escuela Colombiana de Ingeniería Julio Garavito, Bogotá, Colombia

Liliana Paola García, Estudiante, Escuela Colombiana de Ingeniería Julio Garavito, Bogotá, Colombia

Se reconoce la importancia del capital humano como recurso clave para lograr el éxito de una organización. Por esto, se busca crear propuestas de valor sustentable en el tiempo para mantener estable el personal y facilitar la ejecución y control de los procesos de negocio, de tal forma que la empresa, a su vez, se mantenga competitiva. Así, cobra importancia la gestión del conocimiento, al ser un proceso permanente que permite la gestión de la información. Definirla como un proceso implica un análisis de sus entradas y sus actividades desarrolladas para obtener un resultado, que son el foco del Business Process Management (BPM). En la presente investigación se plantea un modelo que las articula. Se diseña un modelo guía para el desarrollo de la gestión de conocimiento con enfoque BPM, para alcanzar un nivel de gestión de eficacia, productividad y competitividad que reduzca la brecha entre diseño, planificación y práctica. El modelo tiene seis fases, centradas en los procesos, en los cuales se encuentran asociados los documentos y por ende el conocimiento, que, por un lado, se deja explícito y documentado, para que a partir de las mejores prácticas y lecciones aprendidas se logren mejoramientos continuos e innovación en la organización. El desarrollo del modelo trae consigo un valor agregado para las organizaciones al presentar técnicas y guías para mejorar la comunicación, los procesos, la documentación, las prácticas y establecer pautas para lograr la mejora continua, transformando la cultura organizacional alineada con las estrategias del negocio.

Gestión del conocimiento

Modelo de gestión para la relación Sociedad-Universidad como eje articulador del currículo

Juan José Vizcaino Figueroa, Profesor-Investigador, Facultad de Ciencias Administrativas, Universidad Técnica de Cotopaxi, Quito, Ecuador

José María Lalama, Docente-Investigador, Universidad Técnica de Cotopaxi, Quito, Ecuador

El modelo de gestión que se propone articula la docencia, la investigación y la vinculación tomando como punto de partida la concepción que sobre la relación sociedad-universidad debe existir para que los procesos fluyan en doble vía, así como los lineamientos normativos que rigen al Sistema de Educación Superior ecuatoriano. La propuesta plantea la organización de la vinculación mediante líneas de acción, programas y proyectos de vinculación. Las líneas de acción son ejes temáticos que direccionan la planificación y ejecución de programas y proyectos, de acuerdo al desarrollo de competencias según el período académico en que se encuentran los estudiantes y el grado de participación de la sociedad. Los programas de vinculación se conciben como las áreas generales de intervención, que deben estar planificadas de acuerdo a la oferta y dominios académicos, líneas de investigación, políticas públicas y objetivos nacionales de desarrollo. Los proyectos de vinculación en cambio, se presentan como el nivel operativo en el que deben participar de manera activa estudiantes, docentes y actores sociales. Finalmente, se presenta una metodología de seguimiento y evaluación de impactos, basada en la generación de valor público durante todas las etapas en las que se presenta la relación sociedad-universidad.

Formación en gestión

Virtual Lightning Talks**Evaluating the Tacit: Measuring Changes in Thinking Following Training and Change Initiatives**

Scott Frasad, President and CEO, Frasad Consulting, Pflugerville, TX, United States

More than ever, organizations place emphasis on and dedicate resources to evaluating the impact of training and other change initiatives. Often, evaluations to understand how initiatives changed on-the-job behaviors, impacted business metrics, and to determine return on investment. While meaningful, demonstrated changes following initiatives are the result of something more profound – a change in how individuals, groups, and the organization THINKS, yet no evaluation approach targets this aspect. I am forwarding a new evaluation strategy, which can be used in conjunction with current practices, but has the explicit purpose of assessing changes in the ways people, groups, and organizations process information following interventions, which in turn drives behaviors. Many evaluation approaches rely on evaluation “levels” to build establish direct impact; however, this approach uses five focus area “clusters” to refine evaluation data collection and analyses to isolate thinking changes. Reflection assesses individuals’ reflection-in-action and reflection-on-action efforts. Capability assesses individuals’ learning during and immediately following an initiative. Learning loops focuses on how individuals process feedback into future actions. Philosophies assesses individuals’ and groups’ views on the initiative subject. Culture assesses how the organizations’ values following an initiative. The results of such an evaluation provide insights on how the initiative influenced thinking, which is a more impactful and sustainable proposition. This strategy is drawn from the literature and practical implementations are addressed in this talk.

Change Management

Responsible Leadership and Corporate Social Responsibility in Luxembourg

Ursula Schinzel, Tutor, Unicaf University

The aims of the present study are to determine first if there is a link between responsible leadership and CSR in Luxembourg, and second Luxembourg’s specifics in the field of CSR. This study is the combination of research about responsible leadership and CSR in Luxembourg in connection with Hofstede’s cultural dimensions: high Long-Term Orientation (LTO), high Uncertainty Avoidance (UA), and high Collectivism (low Individualism). This is a qualitative study. 64 semi-structured interviews were conducted from January to August 2017 using four culturally different samples, namely: Luxembourgers with Luxembourgish Nationality (Lux.Nat.), foreigners who reside in Luxembourg (Lux.Foreigner), cross-borderers, and the rest of the world (World). Results were formed in three groups: Euphoric respondents who said it is the authenticity of the leader and his modelling role in lived CSR, second, moderate respondents, and, third, critical respondents, denying any link and claiming for change and innovation accusing the high Uncertainty Avoidance Index. In their opinion, there is an urgent need for managers to learn responsible leadership and CSR. Research implications are that this article contributes to the discussion on change and innovation in the field of leadership theory, first with particular emphasis on responsible leadership following Michael Maccoby, second on multilingual and multicultural Luxembourg in the middle of Europe, following Geert Hofstede and Edgar Schein, and third on CSR following Thomas Maak and Nicole Pless.

Organizational Cultures

Regulatory Challenges on Organizational Development in Enterprises Providing Public Services Based on the Example of Transmission System Operators in Germany

Dominik Halstrup, Professor for Strategic Management, Business Administration, University of Applied Sciences Osnabrück, Osnabrück, Germany
Marlene Schriever, Researcher, Business and Social Sciences, University of Applied Sciences, Osnabrück, Germany

Transmission system operators (TSOs) plan and maintain the high-voltage grid, regulate grid operations and guarantee the safe operation of the high-voltage grid operation. Although TSOs are privately managed in Germany, they operate in a regulated environment because they provide a public service. A major task in recent years for the TSOs was to incorporate the increasing requirements of public participation within the context of transmission network expansion. In order to meet these regulatory challenges, the TSO needed to rethink their organizational structure and faced change. The presented study therefore sheds light on how the TSOs respond to these requirements on an organizational level. Based on qualitative interviews with the German TSOs, this article provides first empirical results in relation to the question of the influence of external stimuli on and reaction patterns of organizational change in companies operating in a regulated environment. The results show that the TSOs followed different pathways in the way they react to the exogenous impulse, even though they do provide similar services. With regard to the empirical data, it can be seen that the willingness to change appears to be increasing in the investigated companies providing public services, the more open the corporate culture is. In addition, it appears that corporate transparency and flatter hierarchical structures also facilitate the establishment of transparent communication with the public. All in all, the results thus confirm the influence of corporate culture on the ability to transform, as described in the scientific literature, also for companies providing public services.

Change Management

Mobilizing Project Knowledge in Temporary Organizations

Chivonne Algeo, Associate Professor, Faculty of IT, Monash University, Caulfield East, Victoria, Australia

Robert Moehler, Lecturer, Department of Civil Engineering, Monash University, Australia

Project managers need to effectively mobilize their knowledge to meet time-driven demands in temporary organizations created to successfully deliver projects. Our research shows that using stories and/or storytellers significantly reduces the time required to share relevant knowledge. The storyteller's role is to share context-specific information to "...extend the organization's capability to make informed, rational decisions" (Dalkir, 2005, p. 60). This paper reviews current publications on storytelling to mobilize knowledge. Mobilized knowledge is "... often transferred between people by stories, gossip, and by watching one another work" (Pfeffer & Sutton, 1999, p. 90). Laufer and Hoffman (2000) suggest that "...the study of success stories told by [project] practitioners is unique in its capabilities to generate and disseminate knowledge" (2000, p. xvi). Storytelling can also be characterised as "narrative inquiry" where "...stories are driven forward by a detailed explanation of the cause-and-effect relationship between an action and its consequence" (Denning, 2006, p. 45). We suggest that "narrative inquiry" may be an effective way to generate and disseminate knowledge when managing temporary organizations e.g. projects. The findings of our literature review suggest that social exchange, or narrative, can successfully mobilize knowledge between people with the intention of eliciting an outcome. We found that the literature also identified that informal relationships that develop within formal systems are the predominant form of explicit knowledge mobilization in project management. These informal knowledge mobilization systems underpin how project managers mobilize knowledge in a social context to make informed decisions, highlighting the value of relationships in an organization.

Knowledge Management



Friday, 22 February	
13:40-13:45	Transition Break / Pausa
13:45-15:25	PARALLEL SESSIONS



Cultures of Innovation**Innovation Narratives at the CPA Western School of Business: Building a Culture of Continuous Improvement**

Shannon Cuthbert, Director, Strategic Innovation, Strategic Innovation, CPA Western School of Business, Vancouver, Canada

The past five years have been a time of tremendous change in Canada's accounting community. In 2016, after years of effort, unification of the three legacy accounting designations was essentially complete, with legislation underpinning the new single Chartered Professional Accountant (CPA) designation in place across the country. With change to the profession came associated changes to graduate accounting education. The CPA Western School of Business (CPAWSB) succeeded several predecessor organizations, and now delivers the CPA Professional Education Program (CPA PEP) in Western Canada, as well as a suite of preparatory courses. Though the work of the merger has now been accomplished, CPAWSB approaches to education administration and delivery have continued to evolve, as we endeavour to keep pace with a changing business landscape and provide offerings that meet the diverse needs of our learners. The leadership at the School recognizes that the long-term success of the organization is tied to its ability to not just manage change, but to embrace change as an appealing feature of its work. Building a culture of innovation and resilience at the organization is critical, and that culture rests on the norms and narratives that knit our employees together. The LEAP! continuous improvement program was launched at CPAWSB to promote staff development and empower individuals to think creatively about their work. Employees are learning to use a new language to talk about change, and the growing shift in mindset from reactivity to agency has been tangible. Narratives build identity; and identity drives action.

2019 Special Focus: The New Story of Organizing

New Ways of Locating Expertise in Organizations: A Study of a Non-Profit Organization Working on Social and Emotional Learning

Harsh Vardhan Yadav, Officer - Research & Trainings, Learn, Mass Climb, New Delhi, India

Emerging trends in organisational theory suggest a need for reimagining "expertise." Where do we locate expertise? Is it in the Individual who is knowledgeable, skilled or experienced? Or does expertise lie beyond an individual as well? What makes for a more comprehensive object of study? Is it the specialized individual, the system or the structure? Or is it a situation of collective engagement in an organisation that offers a different imagination of expertise? The paper studies how the coming together of several "experts" has the potential of generating multi-dimensional articulations of expertise. It uses a non-profit organisation as an ethnographic object for the purposes of this research. The organisation works on social and emotional learning through planned interventions in education. Their interface is with school teachers and students to enable value-based transformations in society. Organisations working on change management find themselves precariously defining what they do and how do they do it. Their models rely on articulations of the 'Self' and how some of their everyday practices are embodied. An endeavour to put their learning into products and services demands exteriorising and shaping personal knowledge. This crafting is done in a way that is translatable to other institutions. It is precisely in this regard that their expertise becomes diverse and diffused, concrete and inexplicable simultaneously. The paper seeks to explore what happens in these organisations that work on transformations? How do they articulate their niche? What differences are they bringing to change management in a wider organisational landscape?

Organizational Cultures

The Measure of Leadership Strength: Implications and Impacts to Leading Organizations to Sustainable Future

Derrick Samuels, Precisent, Business, DSLI, Sicklerville, United States

The place and power of measuring anything of value cannot be overestimated. Whether it is thermometer, hygrometer, hydrometer, Anemometer, Refractometer, or a Sphygmomanometer; it is obvious that today's scientists continue to design, manufacture and; improve upon measuring varying instruments. This they do, to reduce possibility of production defects, improve on process safety and; enhance overall effectiveness and efficiencies of those devices. While these are important steps in the world of scientific measurement; the question is, how much is being done through research and applicability to measure leadership effectiveness? How much are today's leaders being prepared to take on any leadership role? After all, how can aspiring leaders put their leadership skills to effective use if they do not know what they are? Do they know whether a leader is more of a future-oriented leader or a leader who is focused on the present? What about a leader's openness to learning and new experiences—are they stronger when they stick to routines, or do they flourish when they encounter new environments and ideas? This is a quantitative study where the researcher seeks to help aspiring leaders gain insight into their strong points and analyze their leadership styles. Results from this evaluation will form as the basis for planning professional development and improving on leadership effectiveness. The researcher hopes that outcomes from this study will further benefit educational institutions, private and public sectors and; serve as lesson learned to the global body of knowledge.

Management Education



Friday, 22 February	
13:45-15:25	PARALLEL SESSIONS
Room 2 - C400	Workforce Capacity Development WeChat as an Internal Communication Tool : Collaborative and Work-life Balanced Organizational Culture Ran Ju, Assistant Professor, Department of Public Relations, Mount Royal University, Calgary, Canada Mirit Shoham, Instructor, California State University, CA, United States In China, WeChat is one of the most widely-used social media applications, playing a prominent role in both personal and organizational domains. In the organizational context, research primarily examines the external use of WeChat as a tool for marketing and advertising but neglects its role as an internal communication tool. In fact, the application has become one of the most essential work communication tools for employees across various types of organizations in China. This study explores the internal uses of WeChat across organizational communication practices, to illuminate this otherwise overlooked scholastic gap and help inform management (in China and globally) of actual and best practices for the use of such technology. As a social media technology, WeChat possesses unique, interactive, empowering, communal, participatory and relational information-sharing features, which have the potential to foster a collaborative organizational culture, facilitate the knowledge-sharing process and construct and promote organization identity. However, as any form of social media, the features of accessibility and mobility may cause overuse at work and beyond, potentially creating work-life conflicts. Qualitative interviews with diverse Chinese employees will seek to uncover answers to two driving questions: How do employees use WeChat? And how do organizations use WeChat? The results intend to reveal any discrepancies between employees' actual use and organizations' imposed use of this technology and hence provide implications regarding the broad idealized use of this technology at work. Recommendations will be offered to help employers use the technology to foster a collaborative environment and work-life balanced organizational culture. <i>Organizational Cultures</i> Implementing a New Initiative to Build Organizational Capacity: The Digital Information Fluencies Program at the University of Victoria Libraries Justin Harrison, Coordinator, Learning & Research, University of Victoria Libraries, Victoria, Canada To align more closely with the University of Victoria's Learning Objectives the Libraries has undertaken a strategic initiative to provide students with technological skills required for learning, research, and life beyond the academy. This initiative is in response to a sudden shift of educational and social changes taking place involving digital tools scholars need for their research and learning. The Libraries' Digital Information Fluency (DIF) initiative seeks to directly support the University's Learning Objectives, while additionally serving to build capacity of knowledge within the organization itself. A DIF programming framework was designed to enhance cross-unit collaboration, leverage human capital, and develop professional knowledge with the creation of innovative programming involving digital tools for students. In addition to serving as an operational plan for a new organizational direction and initiative, the DIF framework serves as an expression of the organization's understanding and addressing of core strategic challenges of new technological needs and new ways of learning, as well as building networks of innovation within the Libraries. The DIF program was conceived in part to enhance employees' knowledge and skills with the latest forms of technological tools and instruction methods, by virtue of shared development in programming. This sharing of knowledge is intended to build capacity in specialized and innovative knowledge throughout the organization. This presentation will describe this new organization-wide initiative that seeks both to align the organization with key stakeholder interests as well as to build knowledge capacity through shared innovative programming. <i>Knowledge Management</i>

Friday, 22 February	
13:45-15:25	PARALLEL SESSIONS
Room 3 - C440	Bienestar El teletrabajo y su relación con la calidad de vida de los empleados en las organizaciones: El teletrabajo y su relación con la calidad de vida de los empleados en las organizaciones Ilka Verónica Luna González, Universidad Autónoma del Estado de Hidalgo, México Jessica Mendoza Moheno, Investigador, Universidad Autónoma del Estado de Hidalgo, México Las tecnologías de la información y la comunicación (TIC) han logrado acercarnos como sociedad y desvanecer múltiples brechas. Una de ellas se ha visto reflejada en el aspecto laboral, los cambios organizacionales, la flexibilidad y la calidad de vida que se ha presentado en las empresas, tal es el caso del teletrabajo, el cual ha demostrado ser una opción factible para algunos sectores, en especial para el de servicios. Aunque tiene ciertas desventajas, específicamente en el aspecto psicológico, estas son solventables y a futuro ofrece múltiples ventajas para los empleados y para las organizaciones; no obstante, es una opción que no ha sido totalmente explorada en varios países de América Latina, careciendo de legislaciones profundas que regulen este tipo de relación laboral. Las posibilidades que ofrece a los trabajadores son amplias ya que pueden acceder a un empleo formal, disminuir riesgos de trabajo, evitar ausentismo, tener mayor flexibilidad y aumentar su calidad de vida desde la perspectiva de satisfacción, felicidad y disminución de estrés. La presente investigación tiene como objetivo analizar la relación que guarda la calidad de vida con el teletrabajo mediante la aplicación de instrumentos. <i>Gestión del cambio</i> Propuesta de un plan estratégico basado en reingeniería de procesos que permita lograr una tasa óptima de cesáreas en el Hospital General de Pachuca Hayde Atximba Hernández Huerta, CONACYT, México En esta investigación se utilizan teorías de estructura organizacional, gestión del cambio y reingeniería de procesos, durante el periodo enero 2017-julio 2019. Tiene como objetivo general proponer un plan estratégico a través de la identificación de los procesos administrativos del Hospital General de Pachuca (ubicado en el estado de Hidalgo, México) que son susceptibles a reingeniería con el fin de alcanzar una Tasa Óptima de Cesáreas (TOC), de acuerdo con las normas oficiales. Los objetivos específicos son: 1) Identificar los métodos administrativos que se llevan a cabo en la unidad de estudio para evitar la práctica de cesáreas innecesarias y detectar áreas de oportunidad, a través del análisis observacional y estadístico. 2) Determinar la TOC, con base en lineamientos normativos para fijar una meta alcanzable. 3) Plantear estrategias eficientes, usando la reingeniería para lograr la TOC. La metodología aplicada es cuanti- cualitativa, de corte transversal. Contiene cuatro fases: 1) Análisis Situacional. 2) Análisis de la información: realizar un muestreo aleatorio simple de los expedientes clínicos del año 2017 correspondientes a cesáreas, para determinar la TOC e identificar si existe un porcentaje evitable. 3) Planteamiento de las estrategias de solución. 4) Gestionar la exposición de la propuesta para su consideración. Hasta el momento los resultados arrojan que existe un porcentaje reducible del 12%, relacionado con el carácter resolutorio de la organización, el desabasto de recursos y la saturación del personal por sobreocupación, la falta de sustento del diagnóstico relativo al llenado incorrecto del expediente clínico y la doble verificación. <i>Gestión del cambio</i> Conectando generaciones en Cementos Progreso: La gestión de conocimiento como un modelo de trascendencia Rita Donis, Investigación y Desarrollo, Cementos Progreso, Guatemala Cementos Progreso es una empresa guatemalteca con 119 años de experiencia, reconocida por sus altos estándares de calidad en la producción y comercialización de cemento, concreto, cal, predosificado, así como en soluciones para la construcción. Hemos sido reconocidos por el Great Place to Work Institute y el Instituto Ethisphere. Cementos Progreso cuenta con una participación en el mercado del 78%, en Guatemala. La empresa cuenta con múltiples operaciones a lo largo del territorio guatemalteco, sumando 3,869 colaboradores. El reto que representa para la organización que el 11% de los colaboradores se retire en los próximos 10 años, se complica aún más cuando el 4% representa altas gerencias. La distribución de nuestros colaboradores es: millenials y límites de la generación X, 67%; generación X, el 22%; y 11% son baby boomers. La problemática radica en la amplia brecha generacional del talento que sale y el que ingresa. Esto requiere de métodos eficaces de captura, desarrollo y transferencia de conocimiento para reducirla. Con el objetivo de crear una cultura de colaboración y desarrollo de conocimiento se han implementado los siguientes programas: Almuerza y Aprende, Wikis, Lecciones aprendidas, Buenas prácticas y Continuidad de Conocimiento. Las ventajas de los programas están enfocados en la reducción de silos de información, la reducción de gastos no controlados, la reducción de riesgo de pérdida de información valiosa y la reducción de tiempo invertido para realizar tareas y de esta manera asegurar la trascendencia de un legado de expertos. <i>Gestión del conocimiento</i> Tome mejores decisiones con los heurísticos y sesgos cognitivos Julian Estevan Guatibonza Barbosa, Estudiante, Universidad Nacional de Colombia, Manizales, Colombia Jose Gabriel Carvajal Orozco, Universidad Nacional de Colombia, Manizales, Colombia Dentro de la toma de decisiones en general, es posible encontrar que algunas de estas, en el momento de ser tomadas no están debidamente justificadas, lo que puede conllevar a cometer errores sistemáticos. En este documento se trabajan los conceptos de sesgo y heurísticos, los cuales son centrales a la hora de tomar decisiones y deben ser tenidos en cuenta en la gestión del conocimiento de las organizaciones. Por ello, se pretenden reconstruir y analizar los conceptos de sesgo cognitivo y de heurístico abordados por Kahneman y Tversky, para desarrollar algunas inferencias producto de la reconstrucción y del análisis de dichos conceptos. El trabajo se desarrolla en 3 momentos. El primero presenta las definiciones de sesgo cognitivo y heurístico y clarifica los conceptos a partir del ejemplo de sesgo de sobreconfianza y el heurístico de ajuste. En un segundo momento, se busca ampliar el conocimiento sobre las causas, relaciones e implicaciones de los sesgos y los heurísticos. Por último, se presentan las siguientes conclusiones: El análisis de los sesgos y heurísticos tiene que ver con la teoría de la información, lo cual pone en contexto el dilema del Demonio de Laplace en contraste con la postura epistemológica crítica de Popper. Se afirma que la comprensión y estudio de los sesgos y heurísticos mejora las probabilidades de evitar caer en los errores sistemáticos a los que pueden conducir. Para ello, solo es necesario mirar el sesgo de sobreconfianza y contrastarlo con su contraparte la subconfianza. <i>Gestión del conocimiento</i>



Friday, 22 February	
13:45-15:25	PARALLEL SESSIONS
Room 4 - C100	Policy and Productivity Managerial Decision-making Policies in the National Health Service: Moving beyond Structures and Personas Polly Pascoe, PhD Researcher, Faculty of Health Studies, University of Bradford, Bradford, United Kingdom Decision-making is a key aspect of any managerial role. This article reviews the numerous policy changes that have impacted the ways in which managers within the English National Health Service (NHS) are expected to make decisions. Following analysis, the author presents a two pronged model of policy changes to date and raises questions as to the effectiveness of continuing the attempt to improve management following this model. To conclude, a new approach to management improvement is suggested. <i>Knowledge Management</i> Organizational Communication, Diversity and Job Satisfaction : What Roles Do Generational Differences Play? Catherine Nickerson, Associate Dean/Professor, College of Business, Zayed University, Dubai, United Arab Emirates Payal Mehra, Indian Institute of Management Lucknow Despite receiving some attention in other contexts, the impact of inter-generational differences as an aspect of diversity in the workplace has not been widely investigated. In addition, while there have been many studies on job satisfaction and levels of attrition in workplace settings, very few have looked specifically at non-Western contexts such as India. The present study provides a comparison of the communication preferences reported within multi-generational organisations in India. The purpose of the research was to examine the influence of generation on job satisfaction, with specific reference to organizational communication. 400 managers working in public and private sector companies in India were surveyed to investigate the respondents' choice of communication media, their satisfaction with the communication at their workplace, and the type of interactions that took place. It also measured the respondents' job satisfaction. The study was inter-disciplinary in nature, drawing on accommodation theory and media richness theory, alongside the findings from empirical studies in other contexts that have looked specifically at inter-generational differences. We found that organizational communication was positively related to job satisfaction, and also that generational category moderated the relationship between these two factors. Gen Y managers were the least satisfied generation at work, and frequently used avoidance while communicating with older adults. Our conclusion is that job satisfaction may be enhanced by focusing on the development of a positive communication environment; at the same time, employees that belong to different generations may define what constitutes a positive communication environment in very different ways. <i>Organizational Cultures</i> The Nation as an Imagined Community and the State as Its Representative Organization: Understanding the Differences in ASEAN State Responses to China's Claim to Sovereignty over the South China Sea Benedict DeDominicis, Associate Professor of Political Science, International Studies Department, Catholic University of Korea, Bucheon-si, Gyeonggi-do, South Korea The neoclassical realist theoretical paradigm emphasizes the importance of analyzing the unique complexity of state polity composition to analyze international relations. ASEAN hedging strategies require that the analysis of the nature of these states themselves to adequately comprehend this behavior. Assuming them to be black boxes acting so-called rationally in response to the rise of China is not effective. Not all of them are so willing to hedge; Vietnam is much more resistant to Chinese claims in the South China Sea. Vietnam is a nation state, consequently it is more likely to perceive challenges and display nationalist motivations. In contesting China's territorial claim to the entire South China Sea, Vietnam has demonstrated notably assertive behavior. Media reports note that Vietnamese public opinion has manifested widespread support for closer relations with the US, despite the recent history of the Vietnam War. Vietnam's behavior stands in contrast to that of the Philippines, a longtime US ally. Under President Rodrigo Duterte, the Philippines has moved expeditiously to improve relations with China. Manila did so despite high profile coverage in the international media of China's physical assertion of its sovereignty over the Scarborough Shoal, which Manila claims as part its exclusive economic zone. A critical factor explaining this difference in foreign policy behavior is the fundamentally different nature of Vietnam as a nation state, while the Philippines and the other South China Sea littoral states are post-colonial, multiethnic states. Nation states demonstrate significantly different patterns of policy goal behavior than non-nation, multi-ethnic states. <i>Organizational Cultures</i> Charting How Different Policy Frames are Received by the Populace Bart Cunningham, University of Victoria, Victoria, Canada Walter Lepore James MacGregor Megaprojects that potentially entail substantial economic gains but also enormous environmental risks, like the construction of a hydro-electric dam or the expansion of a pipeline to transport oil, put decision makers in the public sector under public scrutiny. This type of problem/situations/decisions in public sector policy making is called a "wicked problem," a term which was coined to define highly complex, uncertain and intractable societal issues that are ambiguously defined and highly resistant to resolution (Rittel, 1972). Wicked problems can be seen as "expressions of competing values and goals" (Norton, 2005: 133) where a variety of stakeholders, each with a particular notion of the issue at hand, try to influence and determine its definition and the nature of its resolution. Underlying the public debate over the decision to advance or not with a megaproject there is the way policymakers frame the problems. The lack of consensus on how a wicked problem is framed by actors with competing values and interests is indeed considered the most salient aspect of such public policy issues and the core of the theory defining them. This paper explores framing effect at collective/organizational level in real settings. We conduct a comparative case study of two recent megaprojects undertaken in Canada. The case study is conducted from a narrative approach using event-structure analysis (ESA) based on evidence collected from <i>Change Management</i>

Friday, 22 February	
13:45-15:25	PARALLEL SESSIONS
Room 5 - C485	Workshop Storytelling Workshop: Maximizing Strategic Leadership through Storytelling to Enhance Organizational Culture Kimberly Jordan, Lecturer, Management, Ohio University, Athens, OH, United States Andrew Pueschel, Director of Emerging Leaders, Ohio University, Athens, OH, United States Those in strategic leadership positions often have years of experience in the workforce and have honed effective storytelling. These leaders know their stories, how to shape and move their followers, and have had the opportunity to develop them over time. However, aspiring leaders with less experience due to being younger, newer to leadership roles, those from diverse backgrounds with less mentoring time, or with those reentering the workforce after a hiatus such as childrearing, need to develop storytelling skills with the intention to impact organizational culture and followership. This session primes participants to maximize their strategic leadership abilities through storytelling in order to enhance their organization's culture. At the conclusion, participants should become more aware of the underlying currents created by storytelling, and how it can be recognized, mobilized, and executed at strategic levels. This hands-on and interactive experiential learning module will have participants creating their own stories based on design thinking and model driven best practices. Participants will learn about storytelling, brainstorm current areas of opportunities for development and organizational culture change, use structures to create concise elevator pitches as well as a more formal storytelling to support the changes, and, discuss the benefits of storytelling techniques to maximize their individual leadership needs. At the conclusion of the workshop, participants will own examples of storytelling best practices that will be replicable in the workplace to help facilitate organizational culture change at the strategic leadership level. <i>2019 Special Focus: The New Story of Organizing</i>
15:25-15:40	Coffee Break / Pausa para el café
15:40-16:25	Talking Circles II / Mesas redondas II
	A second Talking Circle is held at the end of the second day for the original group to reconvene and discuss changes in their perspectives and understandings as a result of the conference experience. Delegates self-select into groups based on broad thematic areas and then engage in extended discussion about the issues and concerns they feel are of utmost importance to that segment of the network. Al final del día se procede a una segunda mesa redonda con el grupo original para revisar y discutir los diferentes cambios en las perspectivas y comprensiones, fruto de la experiencia del congreso. Los delegados se autoincluyen en grupos basados en áreas temáticas generales y participan en una detallada conversación sobre los temas y cuestiones que consideran de mayor importancia. Room 1 (C680) - Tema destacado 2019: La nueva historia de la organización (en español) Room 2 (C400) - Management Education Room 3 (C440) - Change Management Room 4 (C100) - Knowledge Management Room 5 (C485) - Organizational Cultures
16:25-16:55	Closing Session and Award Ceremony / Clausura del Congreso y entrega de premios
	Join the plenary speakers and your fellow delegates for the Organization Studies Conference Closing Session and Award Ceremony, where there will be special recognition given to those who have helped at the conference as well as announcements for next year's conference. The ceremony will be held in the plenary room directly following the last session of the day. Únase a los ponentes plenarios y otros ponentes en la clausura del Congreso y entrega de premios donde se hará un reconocimiento de los moderadores y se anunciará el congreso del próximo año. El acto tendrá lugar en la sala plenaria de la sede del Congreso UBC Robson Square al finalizar la última sesión del día.
16:55-18:25	Conference Closing Reception
	Common Ground Research Networks and the International Conference on Knowledge, Culture, and Change in Organizations will be hosting a closing reception at UBC Robson Square. The reception will be held directly following the last parallel session of the last day, 22 February. Join other conference delegates and plenary speakers for drinks, light hors d'oeuvres, and a chance to converse.





Moyassar Al Taie	University of Sharjah	United Arab Emirates
Chivonne Algeo	Monash University	Australia
Carlos Eduardo Alonso Malaver	Universidad Nacional de Colombia	Colombia
Louise Ian Aquino	Metro-Dagupan Colleges	Philippines
Jennifer Eliana Aristizabal Machado	Universidad EAN	Colombia
Syeda Asia	Delhi School of Economics, University of Delhi	India
Jan Auernhammer	Stanford University	United States
Manuela Avilés Hernández	Universidad de Murcia	España
JoAnn Barbour	Gonzaga University	United States
Navneet Bhandal	Paradigm Change Consulting	Canada
Ross Brinkert	Pennsylvania State University	United States
Signe Bruskin	Copenhagen Business School	Denmark
John Burk	Intel Corporation	United States
Lisa Burley	International Development Research Centre	Canada
Karin Bury	CPA Western School Of Business	Canada
Lynda Byrd-Poller	Thomas Nelson Community College	United States
Tullio Caputo	Carleton University	Canada
Rogelio Castañeda Godoy	Koppert Development Institute Berries	México
Piyawan Charoensap-Kelly	The University of Alabama in Huntsville and University of Southern Mississippi	United States
Alejandro Chávez Robles	Instituto Nacional de Bellas Artes	México
Eric Christensen		
Catherine Cole	University of Southern Mississippi	United States
Rodolfo Coria	Universidad Autónoma de Querétaro	México
Bart Cunningham	University of Victoria	Canada
Shannon Cuthbert	CPA Western School of Business	Canada
Sean Darling	University of Victoria	Canada
Benedict DeDominicis	Catholic University of Korea	South Korea
Sandra Dennis	British Columbia Provincial Government	Canada
Rita Donis	Cementos Progreso	Guatemala
Sherry Elliott	Dalhousie University	Canada
Carol Engel Enright	Colorado State University	United States
Jennifer Farmer	Renewed Mindset, LLC	United States
Gloria Ines Figueroa Correa	Universidad Paul Valéry Francia	Colombia
Valerie Ford		United States
Scott Frasard	Frasard Consulting	United States
Liton Furukawa	Royal Roads University	Canada
Christian Gadolin	University of Skövde	Sweden
Osvaldo Galeana Morales	Universidad Autónoma de Querétaro	México
Lina Girdauskiene	Kaunas University of Technology	Lithuania
Ana L. Gonzalez	Albizu University	United States
Julián Estevan Guatibonza Barbosa	Universidad Nacional de Colombia	Colombia
Justin Harrison	University of Victoria Libraries	Canada
Noah Hart, Jr.	Monmouth University	United States
Gillie Haynes	American University	United States
Anita Hazelwood	University of Louisiana at Lafayette	United States
Catharina Hendrick	UCL Qatar	Qatar
Alexandra Hernández	Koppert Development Institute Berries	México
Hayde Atximba Hernández Huerta	CONACYT	México
Kent Highnam	Justice Institute of British Columbia	Canada
Patrick Hill	United States Navy	United States
Leanna Hill	British Columbia Public Service Agency	Canada



Estudios Organizacionales | Listado de participantes

Gwen Hill	Royal Roads University	Canada
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Magnus Jansson	Indiana Tech	United States
Michael Jewell	Indiana Wesleyan University	United States
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Thomas Mc Neil	Canadian Armed Forces / Cadet Program	Canada
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Shazra Saad Mian	NUST Business School	Pakistan
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Humaira Mujib	University of Bath	United Kingdom
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Brendan Richardson	Olds College	Canada
Christopher Ritter	Clayton State University	United States
Sharon Roberts	University Health Network	Canada
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Araceli María Rojo Gallego Burín	Universidad de Granada	Spain





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Derrick Samuels	DSLl	United States
Claudia Santin	Concordia University Chicago	United States
Ursula Schinzel	Unicaf University	
Marlene Schriever	University of Applied Sciences	Germany
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Jimmie Smith	University of Denver	United States
Brandon Soltwisch	Unviersity of Northern Colorado	United States
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Laurie Sterritt	Indigenous Women's Leadership Summit	Canada
Geoffrey Swannell	Strategic Leadership Inc.	Canada
Serene Tan	Big Love Child Protection Specialist Centre	Singapore
Eileen Theodore Shusta	Ohio University	United States
Russ Timmons		
Yulia Tolstikov Mast	Indiana Tech	United States
Søren Trillingsgaard	Arla Foods	Denmark
Rikiya Tsuchihashi	Aichi Gakuin University	United States
Erin Updegrove		
Annelieke Verkerk	Being at Full Potential	Netherlands
Lorena Villa Santana	Universidad Autónoma del Estado de Hidalgo, México	México
Juan José Vizcaíno Figueroa	Universidad Técnica de Cotopaxi	Ecuador
Jennifer Walinga	Royal Roads University	Canada
Donna Williamson	March of Dimes Canada	Canada
Jennifer Worrell	Colorado State University	United States
Harsh Vardhan Yadav	Mass Climb	India
Chiaki Yamada	Hitachi, Ltd.	Japan
Andrés Fernando Zapata Ramírez	Universidad Nacional de Colombia	Colombia





Thirteenth International Conference on Design Principles & Practices

Saint Petersburg State University
Saint Petersburg, Russia | 1–3 March 2019
designprinciplesandpractices.com/2019-conference



XIII Congreso Internacional sobre Principios y Prácticas del Diseño

Universidad Estatal de San Petersburgo
San Petersburgo, Rusia | 1–3 de marzo de 2019
el-diseno.com/congreso-2019



Fifteenth International Conference on Technology, Knowledge, and Society

ELISAVA Barcelona School of Design and Engineering
Barcelona, Spain | 11–12 March 2019
techandsoc.com/2019-conference



XV Congreso Internacional de Tecnología, Conocimiento y Sociedad

Elisava Escuela Universitaria de Diseño e Ingeniería de Barcelona
Barcelona, España | 11–12 de marzo de 2019
tecno-soc.com/congreso-2019



Eleventh International Conference on Climate Change: Impacts & Responses

Pryzbyla Center,
The Catholic University of America
Washington, D.C., USA | 16–17 April 2019
on-climate.com/2019-conference



Ninth International Conference on Religion & Spirituality in Society

University of Granada
Granada, Spain | 25–26 April 2019
religioninsociety.com/2019-conference



IX Congreso Internacional sobre Religión y Espiritualidad en la Sociedad

Universidad de Granada
Granada, España | 25–26 de abril de 2019
la-religion.com/congreso-2019



Twelfth International Conference on e-Learning & Innovative Pedagogies

Hotel Grand Chancellor Hobart
Hobart, Australia | 2–3 May 2019
ubi-learn.com/2019-conference



Fourth International Conference on Tourism & Leisure Studies

Florida International University
Miami, USA | 16–17 May 2019
tourismandleisurestudies.com/2019-conference



Ninth International Conference on The Constructed Environment

Centro Cultural Vila Flor
Guimarães, Portugal | 23–24 May 2019
constructedenvironment.com/2019-conference



Nineteenth International Conference on Diversity in Organizations, Communities & Nations

University of Patras
Patras, Greece | 5–7 June 2019
ondiversity.com/2019-conference



Fourteenth International Conference on the Arts in Society

Polytechnic Institute of Lisbon
Lisbon, Portugal | 19–21 June 2019
artsinsociety.com/2019-conference



Tenth International Conference on Sport & Society

Ryerson University
Toronto, Canada | 20–21 June 2019
sportandsociety.com/2019-conference



Twelfth Global Studies Conference

Jagiellonian University
Kraków, Poland | 27–28 June 2019
onglobalization.com/2019-conference



Seventeenth International Conference on New Directions in the Humanities

University of Granada
Granada, Spain | 3–5 July 2019
thehumanities.com/2019-conference



XVII Congreso Internacional sobre Nuevas Tendencias en Humanidades

Universidad de Granada
Granada, España | 3–5 de julio de 2019
las-humanidades.com/congreso-2019



Seventeenth International Conference on Books, Publishing & Libraries

University of Granada
Granada, Spain | 5 July 2019
booksandpublishing.com/2019-conference



Fourteenth International Conference on Interdisciplinary Social Sciences

Universidad Autónoma Metropolitana
Mexico City, Mexico | 10–12 July 2019
thesocialsciences.com/2019-conference



XIV Congreso Internacional de Ciencias Sociales Interdisciplinarias

Universidad Autónoma Metropolitana Unidad Xochimilco
Ciudad de México, México | 10–12 de julio de 2019
interdisciplinasocial.com/congreso-2019



Twenty-sixth International Conference on Learning

Queen's University Belfast
Belfast, UK | 24–26 July 2019
thelearner.com/2019-conference



XXVI Congreso Internacional sobre Aprendizaje

Universidad de Queen
Belfast, Reino Unido | 24–26 de julio de 2019
sobreadaprendizaje.com/congreso-2019



Aging & Social Change: Ninth Interdisciplinary Conference

University of Vienna
Vienna, Austria | 16–17 September 2019
agingandsociety.com/2019-conference



Ninth International Conference on Health, Wellness & Society

University of California at Berkeley
Berkeley, USA | 19–20 September 2019
healthandsociety.com/2019-conference



IX Congreso Internacional de Salud, Bienestar y Sociedad

Universidad de California, Berkeley
Estados Unidos | 19–20 de septiembre de 2019
saludsociedad.com/congreso-2019



Fourth International Conference on Communication & Media Studies

University of Bonn
Bonn, Germany | 26–28 September 2019
oncommunicationmedia.com/2019-conference



IV Congreso Internacional de Estudios sobre Medios de Comunicación

Universidad de Bonn
Bonn, Alemania | 26–28 de septiembre de 2019
medios-comunicacion.com/congreso-2019



Ninth International Conference on Food Studies

National Kaohsiung University of Hospitality and Tourism
Kaohsiung City, Taiwan | 24–25 October 2019
food-studies.com/2019-conference



Twelfth International Conference on the Inclusive Museum

Muntref, Museum of Immigration
Buenos Aires, Argentina | 7–9 November 2019
onmuseums.com/2019-conference



Sixteenth International Conference on Environmental, Cultural, Economic & Social Sustainability

Pontifical Catholic University of Chile
Santiago, Chile | 29–31 January 2020
onsustainability.com/2020-conference



XVI Congreso Internacional sobre Sostenibilidad Medioambiental, Cultural, Económica y Social

Pontificia Universidad Católica de Chile
Santiago, Chile | 29–31 de enero de 2020
lasostenibilidad.com/congreso-2020



Fourteenth International Conference on Design Principles & Practices

Pratt Institute, Brooklyn Campus
New York, USA | 16–18 March 2020
designprinciplesandpractices.com/2020-conference



XIV Congreso Internacional sobre Principios y Prácticas del Diseño

Pratt Institute, Brooklyn Campus
Nueva York, Estados Unidos | 16–18 de marzo de 2019
el-diseno.com/congreso-2020



Sixteenth International Conference on Technology, Knowledge, and Society

Illinois Conference Center at University of Illinois
Research Park
Champaign, USA | 26–27 March 2020
techandsoc.com/2020-conference



Thirteenth International Conference on e-Learning & Innovative Pedagogies

University of the Aegean - Rhodes Campus
Rhodes, Greece | 23–24 April 2020
ubi-learn.com/2020-conference



XVI Congreso Internacional de Tecnología, Conocimiento y Sociedades

Universidad del Egeo - Campus Rodas
Rodas, Grecia | 23–24 de abril de 2020
tecno-soc.com/congreso-2020



Twentieth International Conference on Knowledge, Culture, and Change in Organizations

University of Illinois at Chicago,
Student Center East
Chicago, USA | 27–28 May 2020
organization-studies.com/2020-conference



XX Congreso Internacional de Conocimiento, Cultura y Cambio en Organizaciones

Universidad de Illinois en Chicago,
Student Center East
Chicago, Estados Unidos | 27–28 de mayo de 2020
la-organizacion.com/congreso-2020



Twentieth International Conference on Diversity in Organizations, Communities & Nations

University of Milan
Milan, Italy | 10–12 June 2020
ondiversity.com/2020-conference



Fifteenth International Conference on The Arts in Society

NUI Galway
Galway, Ireland | 24–26 June 2020
artsinsociety.com/2020-conference



Twenty-seventh International Conference on Learning

University of Valencia
Valencia, Spain | 13–15 July 2020
thelearner.com/2020-conference



XXVII Congreso Internacional de Aprendizaje

Universidad de Valencia
Valencia, España | 13–15 de julio de 2020
sobreaprendizaje.com/congreso-2020



XX Congreso Internacional de
Conocimiento,
Cultura y Cambio en
Organizaciones

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Universidad de Illinois en Chicago,
Student Center East
Chicago, Estados Unidos
27–28 de mayo de 2020

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Twentieth International Conference on
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and Change in
Organizations

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Chicago, USA
27–28 May 2020

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