

*Teach us love, compassion, and honor
That we may heal the earth
And heal each other*

OJIBWAY ELDER DR. ART SOLOMON
ANISHINABE PEOPLE OF CANADA



DARE^{TO}CARE

Academy of Management, Montréal 2010



ACADEMY OF
Management

L'ITINÉRAIRE

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* Does not apply to our undergraduate program.

Table of Contents	Page(s)
1. Welcome to Passionate and Compassionate Montréal	4
2. Passion and Compassion in the Academy of Management	5
3. Academy of Management Strategic Plan	6
4. “Daring to Care” with the YWCA Montréal	8-9
5. L’Itinéraire Café	10-11
6. Hospitality Suite for New and International Members	13
7. Galerie MX: Art and Leadership Exhibition	13
8. Opening Sessions and Closing Reception	14
9. Welcoming Activities by Divisions, Interest Groups, and Committees (DIGC)	15-17
10. DIGC Theme-Related PDWs (DIGC Chairs’ Selections)	18-19
11. All-Academy Theme PDWs and Symposia (AAT Chair’s Selections)	20-24
12. Division Theme-Related Scholarly Sessions (Division Chairs’ Selections)	25-26
13. Montréal Management Scholars: Nancy Adler, Henry Mintzberg, Heather Vough, David Oliver, and Gwyneth Edwards	27-29
14. Acknowledgements	30

Welcome to Passionate and Compassionate Montréal



Dare to Care:

Passion and Compassion in the Academy of Management

This issue of L'itinéraire Magazine welcomes the Academy of Management to experience passion and compassion in Montréal. Started by homeless women fifteen years ago with the help of journalist Serge Lareault, L'itinéraire is an embodiment of compassion. Homeless vendors buy a stack of 10 magazines at \$10. They sell each magazine at \$2, so this gives them a profit of \$1 per magazine. A system of micro-credit helps them come up with the initial \$10. Vendors work under guidance of social workers and counselors. Most of the homeless who come to L'itinéraire have a problem with addiction. The social workers help them break their addiction and seek therapy. Articles are often authored by the homeless, and edited by professionals. The organization uses business models, social work, therapy, collaboration, and street journalism to passionately execute its compassion for helping the less fortunate in our community.

For 135 years, the YWCA has contributed to improving the lives of women and girls all across the world. It offers a wide variety of programs to increase their self-esteem and autonomy, encourage their personal growth, and prevent all forms of violence.

L'itinéraire and YWCA are just two of the hundreds of organizations in Montréal and Quebec that epitomize compassion with a passion. They illustrate the power of business, non-profit, government, and hybrid organizations to effectively address social challenges. These organizations are supported by fervent people committed to balancing work and life. They are embedded in a deliberately constructed culture, and supported by legal and social infrastructures that valorize solidarity. As a result, Quebec is an emerging model of a sustainable society. I hope you will experience that specialness of Quebec and be inspired by these examples.

This AOM's personalized issue of L'itinéraire Geotourism Magazine is a unique model of academic - social organization partnering. It contains very useful tourism information about the city, and many fine examples of sustainable practices around Montréal. The collaboration by a visiting association and local charities is a win-win solution. It gives back to the cities we visit. It was the vision and persistence of Richard Turgeon (Strategic Development Director, L'itinéraire) and Anne Tsui (Program Chair, AOM), and the tireless collaborative efforts of Chloé Roumagère and AOM's Local Arrangements Committee that made this issue possible. Thanks to all of them, and, to the rest of you, Bienvenue!



PAUL SHRIVASTAVA, PH.D.

David O'Brien Distinguished Professor of Sustainable Enterprise
Director of David O'Brien Centre for Sustainable Enterprise
John Molson School of Business, Concordia University

Dr. Shrivastava is one of the founding members of the Organizations and Natural Environment division of the Academy of Management and helped institutionalize sustainability research within management education. He is the Chief Editor of AOM/L'itinéraire 2010 Academy of Management meeting theme magazine.

We ourselves feel what we are doing is just a drop in the ocean. But the ocean would be less because of that missing drop.

- Mother Teresa
(of Calcutta)
Missionaries of
Charity

Be the change you want to see in the world.

- Mahatma
Gandhi



Anne and her daughter Amelia

The theme's purpose is to invite members of the Academy of Management to ponder the place of **caring, passion, and compassion** in all our professional activities - whether teaching, research, service, or practice. What are the implications for research and practice if managers take it upon themselves to enhance the well-being of all stakeholders - including customers, employees, investors, and the public - and not just shareholders or managers? What are the implications for what we teach and how we teach it if we seek to motivate our students to think of career success in terms of value creation and not just financial returns? How would our scholarly pursuit be different if passion and compassion defined our scholarly endeavors? The theme dares us to challenge the status quo and to explore new paradigms that put humanity in the forefront of our economic decisions and activities.

This theme certainly is eminently fitting for the Academy of Management. We are an organization defined by giving. Over 7,000 volunteers (program and PDW chairs, committees, reviewers, and other volunteers) labored the entire year to put together this wonderful annual meeting program in support of the authors of almost 7,000 submissions eager to share the results of their passionate research. How fitting for us to be meeting this year in a city whose citizens are passionate about its physical beauty and proud of its humanistic values. The Local Arrangements Committee has organized a compassion project with the Montréal YWCA that provides every Academy member an opportunity to show a piece of his or her heart: a book, a piece of clothing, or a dollar.

This theme magazine is the gift to AOM by a compassionate organization, the L'itinéraire Group in partnership with the Montréal Tourism, through the efforts of our member Paul Shrivastava. In this magazine, through the nominations of our Program and PDW Chairs, we feature a selection of exciting theme-related sessions that you do not want to miss. These sessions and welcoming activities, such as the new Hospitality Suite, are powerful evidence that members of the Academy of Management **dare to care**. This special magazine and the entire 2010 AOM meeting program are the fruit of passion and compassion among all who contributed. To all of you, I say Merci Beaucoup from the bottom of my heart!

ANNE S. TSUI

2010 AoM Program Chair
Motorola Professor of International Management
W.P. Carey School of Business
Arizona State University
Distinguished Visiting Professor of
Peking University and Fudan University



ACADEMY OF Management

Strategic Plan

Vision: We inspire and enable a better world through our scholarship and teaching about management and organizations.

Mission: To build a vibrant and supportive community of scholars by markedly expanding opportunities to connect and explore ideas.

Values: Our mission is guided by key values:

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

Strategic Intent Statements:

Internationalization: The Academy of Management is inspired by the breadth of its international membership. In all of our activities, we value and respect our diversity and strive to leverage it to support our mutual learning. Further, we recognize and seek opportunities to collaborate with kindred organizations for mutual benefit. We embrace the challenge of advancing our scholarship and teaching worldwide.

Professional Impact: The Academy of Management encourages our members to make a positive difference in the world by supporting scholarship that matters. We encourage and facilitate dialogue with practice that will enhance the world's social and economic well-being. Tending to the next generation of scholars, we help our members educate their students to be resourceful and responsible leaders. In all, we are a premier network of scholars who care about the enduring impact of our work.

State of the Profession: We live in a demanding and dynamic environment, an environment that both challenges our profession and offers opportunities for growth and innovation. We help define what it means to be a management and organization scholar in our changing world. Looking to practice, we help define what it means to be a leader in contemporary society. In collaboration with our stakeholders, we work to remove barriers and create opportunities to realize our professional aspirations.

Academy Management: The Academy of Management is distinguished by its many small communities that together ask and answer a range of important scholarly questions. The Academy is united by an abiding passion for excellence in the creation and dissemination of management and organization knowledge. To sustain the long-term health of our professional association, we will a) provide a portfolio of member-responsive services that supports our strategic initiatives; b) manage our finances in a fiscally responsible manner, allowing us to be at once responsive to our members' needs and ready to seize opportunities as they appear; and c) maintain governance mechanisms that are capable of balancing the interests of a large, volunteer-based organization and its many constituent communities.

Join us for light refreshments and to learn more at a
Town Hall Session on Sunday, August 8,
from 3:30-5:00 pm in Le Centre Sheraton, Drummond East

The Academy of Management has embarked on a strategic planning process to make a difference for members and the world.

The Prompt for Planning

Some years had passed since our last conversation about how to remain indispensable to the membership. Leaders had come and gone, the Academy had grown and become more diverse, and the world had changed—as did the immediate environment in which our members now find themselves.

In response, the Academy's leadership, with broad input from members, engaged in a strategic planning effort to shape our association for years to come.

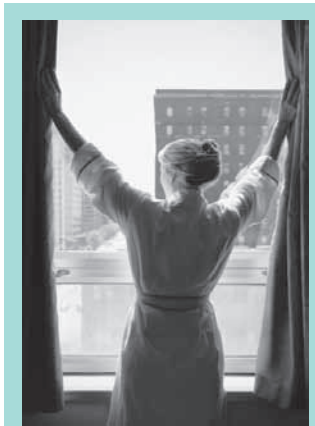
Learn more about the Strategic Plan for tomorrow's Academy at <http://strategicplan.aomonline.org>.



a ————— b



Help along the way



Compassion Montréal: “Daring to Care” with the YWCA Montréal

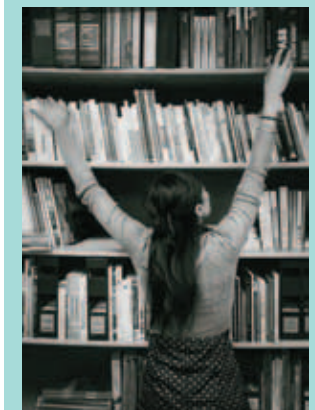
“Daring to care is a call to return to our roots and to remember that the role of management is one of integration in all senses of the word – integrating the interests of all parties and integrating passion for one’s work with compassion for others impacted by one’s work.”

The Montréal Compassion Project – jointly organized by the Local Arrangements Committee and the YWCA Montréal – affords AOM members the opportunity to see how a little goes a long way. A little bit of time to share expertise, with those who consume it on a regular basis, is how scholars can make a difference within the community – beyond the classroom and beyond the research.

The YWCA Montréal Compassion Project encourages scholars to donate not only much needed items such as clothing, books and money, but also precious time and precious thoughts. By bringing together more than 40 scholars from around the world, with over 200 Montréal entrepreneurs, the Compassion Project encourages researchers to experience first-hand how they can affect change. In a meeting of mind and action, scholars will learn from local entrepreneurs about the challenges of sustaining a business in the current economy and a globalized world. At the same time, entrepreneurs will learn from scholars about best practices and gain practical advice on how to sustain and grow their unique businesses.

About the YWCA Montréal:

Celebrating their 135th anniversary, the YWCA Montréal has strong ties across the city’s business and social community. Boasting more than 450 volunteers and serving hundreds of families in need, the YWCA Montréal programs include literacy, employability, leadership, entrepreneurship, integration services, tax services, legal clinics and housing.



Dare to Care in Montréal:

Learn something

- ... engage with YWCA volunteers at YWCA Grand Central (Les Palais Des Congres, Exhibit Hall 220 CD)
- ... join Montréal entrepreneurs at the YWCA Entrepreneurship PDW (Saturday, 11:30 AM – 3:30 PM, Hyatt Regency Montreal, Alfred-Rouveau C)
- ... find out more about your local YWCA by visiting www.worldywca.org

Give something

- ... donate business, fiction and children’s books for YWCA families and entrepreneurs
- ... donate gently used women’s clothing for women re-entering the workforce
- ... drop off your Canadian change before returning home
- ... donate directly to the YWCA at www.ydesfemmesmtl.org

Buy something

- ... buy a memorable Dare to Care conference t-shirt, and show you care
- ... buy a leaf for the Dare to Care AOM/YWCA wall

Dare to Care at Home:

Donate just a few hours per month of your time - and all of your expertise - by sitting on the board of a local charity, service or community organization. The boards need you and the intrinsic rewards are plentiful!



The Groupe Communautaire L'itinéraire is a registered non-profit organization that develops socio-economic projects for homeless people of all ages and for extremely impoverished individuals who are far outside of the job market.

L'itinéraire's primary objective is to provide the most vulnerable members of our society with a concrete, effective, and individualized alternative to homelessness and poverty, based on work, social reintegration, psychological support, and socioprofessional training.

Since its creation in 1989, L'itinéraire has been at the forefront of Quebec's community organizations, transforming the job market in totally new ways in order to provide accessible employment options for our most disadvantaged citizens. Even before the concept of social economy was introduced in 1995 at the Sommet Socioéconomique sur l'économie et l'emploi (Socioeconomic Summit on the Economy and Employment), L'itinéraire had set up social development centers making use of innovative employment structures, such as the Café L'itinéraire in 1989, the L'itinéraire magazine in 1994, and L'itinéraire Productions in 2005.

Today, the organization provides work for nearly 450 people each year in sales, production, and service activities in support of the homeless and economically disadvantaged. L'itinéraire thus ensures that the people we help are included in our day-to-day operations.

In addition, the Groupe L'itinéraire contributes to the social integration of some 2000 visitors to our café, a community unto itself in which employees, volunteers, partners and aid recipients mingle and interact.

Located in the Ville-Marie district, L'itinéraire also stands out through its philosophy of sustainable development. We have adopted a unique approach that restores autonomy through increased awareness and positive work experiences (empowerment), with a progressive return to society as the ultimate goal. Nevertheless, all of the people we help first need to break out of their isolation and rebuild their self-esteem. The first step is to respond individually to their most urgent needs (food, shelter, clothing, etc.) and then, when their physical and psychological condition allows for it, to provide them with an appropriate employment situation that will help them to achieve a sustainable reintegration into society.

The efforts of the Groupe L'itinéraire are focused on providing aid recipients with an attentive ear, advice and psychological support, and on helping them to achieve clear and realistic life goals. Our objective is to offer a second chance at life to those who no longer believed it was possible.

The Groupe L'itinéraire is proud to contribute to the success of the Academy of Management Montréal Convention, by publishing this AOM souvenir edition of L'itinéraire Magazine.

THE CAFÉ L'ITINÉRAIRE WAS L'ITINÉRAIRE'S VERY FIRST PROJECT, ESTABLISHED IN 1990. IT OFFERS FOOD ASSISTANCE AND A SUPPORTIVE ENVIRONMENT TO PEOPLE OF VERY LIMITED INCOME. FULL MEALS ARE SERVED FOR THE MODEST PRICE OF \$4, ALLOWING VISITORS TO EAT WITH DIGNITY WHILE CONTRIBUTING TO THE COSTS ACCORDING TO THEIR MEANS. THE CAFÉ ALSO HELPS ITS CLIENTS TO RETURN TO WORK BY OFFERING KITCHEN-ASSISTANT JOBS. MORE THAN 2,000 PEOPLE VISIT THE CAFÉ EACH YEAR, WITH SOME 50 OF THEM TAKING THEIR FIRST STEPS BACK TOWARDS EMPLOYMENT HERE.

Thanks
for your
support!

L'ITINÉRAIRE

A WELCOMING ENVIRONMENT

The Café is a non-profit restaurant that serves more than 30,000 meals each year, 15,000 of which are paid for via meal cards. More than 150 people come to the Café every day (over 600 meals served per week). The clientele consists of people living on the street, but not exclusively. Many families, young people (18-30 years old), and senior citizens come to eat here when money is tight at the end of the month. They also come into the Café to socialize, and often enough, they establish friendships and even a sense of family with the volunteers, employees, and other clients. They come here not only for a meal but, more importantly, for the warmth of human contact, for freedom from judgmental stares, and for compassion. Many of our street vendors come to eat their breakfast here before heading out to sell the L'itinéraire magazine, then come back at midday to recharge before finishing out the day at their sales points. For 85% of them, this routine represents the light at the end of the tunnel, access to a stable housing situation, and a way out of extreme poverty.

The Café L'itinéraire is a meeting place where vulnerable individuals can connect, eat at their own pace, and share their experiences. Supervised by a coordinator at the café, about ten recipients of employment assistance (around 15 jobs per year) participate in back-to-work programs for 20 hours a week. The Café also benefits from the contributions of its many volunteers who give generously of their time every day.

PSYCHOSOCIAL INTERVENTIONS

Caregivers from the Groupe L'itinéraire are present at the Café to meet with visitors and to offer them support and an attentive ear. Over the course of the year, they have organized evening discussion groups and hosted activities. They provide referrals to clients needing special care, and even accompany them to appointments. They also help them to find lodging or shelter for the night.

Meals "à la card!"



In response to requests from donors who do not wish to give money directly to people on the street, L'itinéraire sells meal cards that can be given away by the purchaser. The person who receives the card can then trade it in for a free meal at the Café L'itinéraire.

More than 15,000 meals were paid for with meal cards in 2009, thanks to the generosity of some 600 donors.

At 4 dollars each, our meal cards are a great way to help the less fortunate to get a complete meal for free, and to be welcomed in a respectful environment at the Café L'itinéraire. Once there, our psychosocial caregivers can help them to find lodging and clothing, take good care of themselves, and establish a stable income — often by selling the L'itinéraire magazine. We listen and give advice without judging.

ORDER FORM

YOU CAN ORDER MEAL CARDS OR CONTRIBUTE TO THE OVERALL MISSION OF L'ITINÉRAIRE BY FILLING OUT THIS COUPON, OR BY DONATING ONLINE AT WWW.ITINERAIRE.CA

Two easy ways to contribute to the efforts of L'itinéraire:

- I would like to buy _____ meal cards x \$ 4 = \$ _____
 I would like to make a donation to the overall mission of L'itinéraire: \$ _____

PERSONAL INFORMATION

Mr. Mrs./Ms.

Last name: _____ First name: _____

Organization: _____ Address: _____ Apt.: _____

City: _____ Province: _____ Postal code: _____

Telephone: _____

PAYMENT:

Visa Mastercard

Card number: _____

Expires _____ / 20 _____ (month / year)

Sign here _____

MAIL THIS COUPON TO:

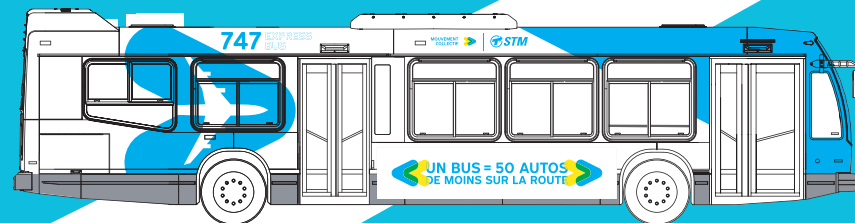
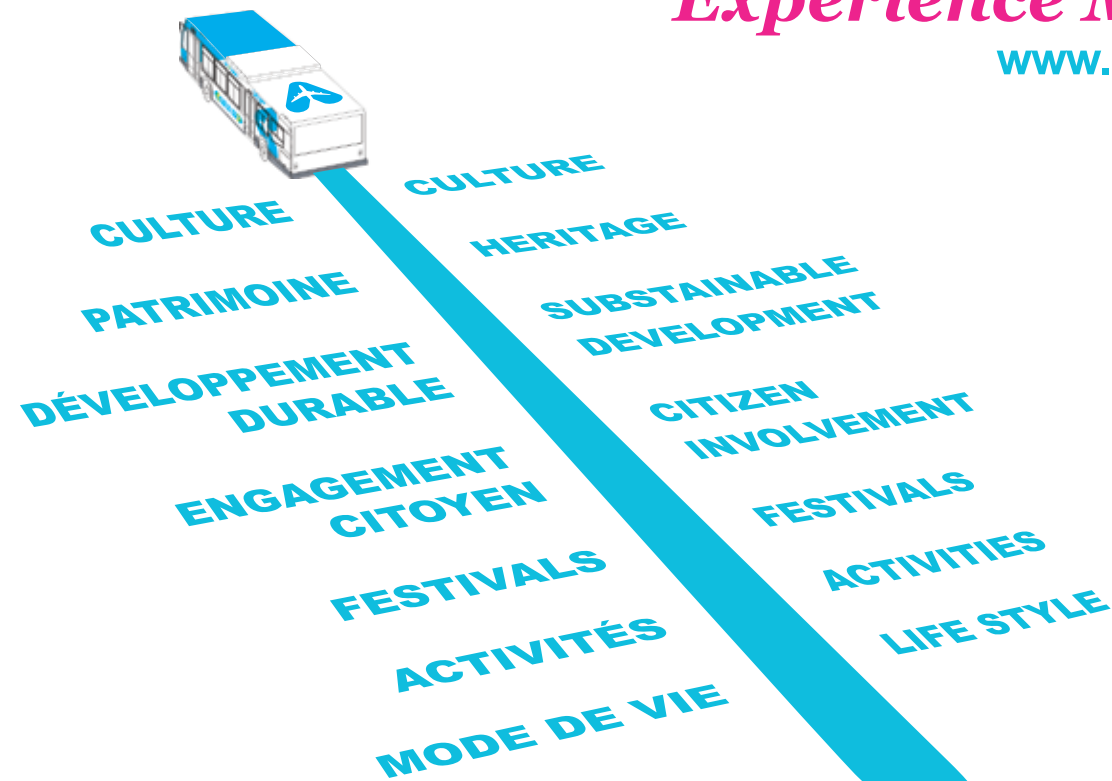
Groupe Communautaire L'itinéraire
2100 de Maisonneuve Street E., Suite 001
Montreal (QC) H2K 4S1

For more information, contact Charlotte Rougier at (514) 597-0238 ext. 226

Charlotte.Rougier@itineraire.ca

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Hospitality Suite

We want to express a warm welcome to those who are new to AOM

And to those who are less familiar with the rhythm of the Academy Meeting

Please join us at
The New and International Member Hospitality Suite

And allow us to express a special welcome to you

New and International Members
Enjoy a relaxing atmosphere
Meet members and volunteers
Make new friends

**Le Palais des Congrès
Room 524A
Friday August 6th
Through Tuesday August 10th
8:00 am - 5:00 pm**



REALITY IN TRANSLATION
GOING BEYOND THE DEHYDRATED
LANGUAGE OF MANAGEMENT

World Premiere August 6-10, 2010 Montréal
Artist Nancy J. Adler

*“Only by investing in
the artistry of our humanity
will we create the peaceful,
prosperous planet we deserve”*

Please join us for
an art and leadership exhibition

Galerie MX
333 avenue Viger ouest, Montréal

August 6-10, 10am-6pm



Painting by Nancy J. Adler

Opening Sessions

All-Academy Welcome Breakfast

Le Centre Sheraton, Salle Ballroom
Sunday, 8:00 AM - 9:00 AM

Academy of Management Presidential Address and Awards Ceremony

Le Centre Sheraton, Salle Ballroom
Sunday, 9:00 AM - 11:00 AM

“Embracing the Sacred in a Secular World of Organization and Management”
by James P. Walsh, President of the Academy of Management

Closing Reception

Les Palais Des Congres, Room 710AB
Tuesday, 5:00 PM – 7:00 PM

“...sometimes it is the last steps before the summit that determine all that went before.”
- Dag Hammarskjold, Former U.N Secretary General

The Montréal Local Arrangements Committee officially invites you to the Closing Reception of the Annual Meeting of the Academy of Management. Echoing the conference theme, the Closing Reception will give you an additional opportunity to experience the passion at the heart of Montréal culture with an extraordinary performance by aerialist Caroline Petrement. Caroline’s passion is visible in her every move as she creates what can best be described as art in motion. At the reception, you will have an opportunity to show your own compassion by contributing to the Academy’s Service Project Partner- the Montréal YWCA. So, come



The Academy of Management Divisions, Interest Groups, and Committees DARE TO CARE!

Academy Divisions, Interest Groups, and Committees (DIGC) have organized a series of activities to welcome you to the 2010 Annual Meeting. These activities are great for professional development, learning about the Academy, networking, making new friends, and simply having some fun.

Here is a sample of these fantastic offerings that are designed for new, international, and junior members. For more information about these activities, please refer to the online or printed program.

HR and OB Members Welcome Reception

Le Centre Sheraton, Salle Ballroom Center
Saturday, 5:30 PM - 7:00 PM

Meet the BPS Officers

Le Palais Des Congres, 520 AB
Saturday, 6:00 PM - 7:00 PM

New Doctoral Student Consortium/Management Education and Development Division Reception

Le Palais Des Congres, 520C
Saturday, 6:00 PM - 8:00 PM

OCIS Doctoral Consortium Reception and OCIS Member Networking

Le Palais Des Congres, 511A
Saturday, 6:30 PM - 8:00 PM

MSR Business Meeting and Social

The Queen Elizabeth, Duluth
Sunday, 6:00 PM - 7:00 PM

SIM Division Welcome Session and Welcome to New Members

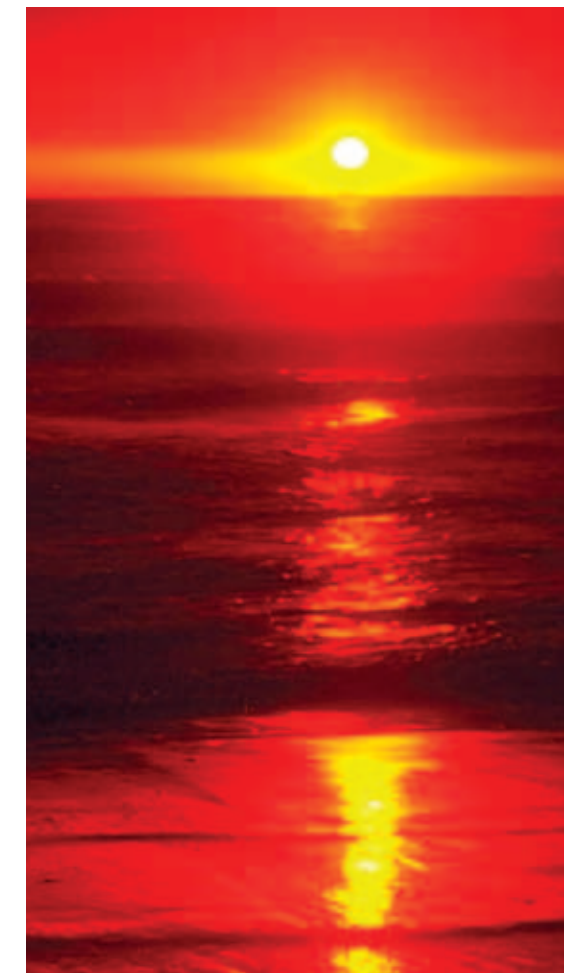
The Queen Elizabeth, Hochelaga 6
Monday, 7:30 AM - 8:00 AM

GDO Welcome Coffee/Tea

Le Centre Sheraton, Lamartine
Monday, 8:00 AM - 9:30 AM

OMT Business Meeting and Social

Le Palais Des Congres, 524B
Monday, 6:30 PM - 9:00 PM



The DIGC Chairs' selection of workshops for new, international, and junior Academy members. Most of these require pre-registration: Please refer to the division online or printed program for further information on participation.

Professional Development Workshops, Friday-Saturday

Doctoral Student Consortium (BPS)

Le Palais Des Congres, 510A
Friday, 8:00 AM - 6:00 PM

Dissertation Consortium (BPS)

Le Palais Des Congres, 512F
Friday, 8:30 AM - 5:00 PM

Junior Faculty Consortium (OMT)

Le Palais Des Congres, 516B
Friday, 8:30 AM - 2:30 PM

Doctoral Consortium (OMT, MOC)

Le Palais Des Congres, 516D
Friday, 8:30 AM - 2:30 PM

Doctoral Student and New Faculty Consortium (MSR)

The Queen Elizabeth, Hochelaga 3
Friday, 5:00 PM - 7:00 PM

International Paper Development Workshop (OCIS)

Le Palais Des Congres, 510B
Friday, 6:00 PM - 7:00 PM

New Faculty Consortium (BPS)

Le Palais Des Congres, 511D
Saturday, 8:00 AM - 5:30 PM

CAR Doctoral Consortium - Academic Careers: Thinking Ahead and Internationally (CAR, NDSC)

Le Centre Sheraton, Kafka
Saturday, 8:00 AM - 11:00 AM

HR Division Doctoral Student Consortium (HR)

Le Centre Sheraton, Jarry
Saturday, 8:00 AM - 5:30 PM

Jr. Faculty Paper Development Workshop (OMT)

Le Palais Des Congres, 512B
Saturday, 8:00 AM - 10:00 AM

HR Division Junior Faculty Consortium (HR)

Le Centre Sheraton, Musset
Saturday, 8:30 AM - 5:30 PM

Teaching at a Business School as a Second Career: Opportunities and Challenges (CAR)

Le Centre Sheraton, Salon B
Saturday, 9:45 AM - 11:45 AM

Managing Your Dissertation Workshop (BPS)

Le Palais Des Congres, 510A
Saturday, 1:15 PM - 5:15 PM

Pre-Dissertation HR Doctoral Student Workshop (HR, OB)

Le Centre Sheraton, Salon 6
Saturday, 2:30 PM - 5:30 PM

Not At My Place! Tales and Insights About Career Tactics That Don't Fly Across Cultures (CAR, IM, PTC, ITC, TTC)

Le Centre Sheraton, Jarry
Saturday, 5:45 PM - 7:45 PM

Mid-Career Workshop (BPS)

Le Palais Des Congres, 513F
Saturday, 6:00 PM - 9:00 PM

Divisions, Interest Groups, and Committees (DIGC) Theme-Related Professional Development Workshops - DIGC Chairs' Selections

Careering with Passion and Compassion-Working in the Third Sector (CAR)

Le Centre Sheraton, Drummond East

Friday, 8:00 AM - 10:00 AM

Doherty, Noeleen, Cranfield U.; Ribbens, Barbara A., Western Illinois U., Tschirhart, Mary, North Carolina State U.

Navigating the Tensions in Poverty Alleviation Research: Scholarly Rigor vs. Practical Relevance (SIM, ONE, PNP, IM, ENT, BPS, ITC)

The Queen Elizabeth, Mackenzie

Friday, 8:00 AM - 11:00 AM

McKague, Kevin, York U.; Meyskens, Moriah A., Florida International U.; Archer, Geoff, Royal Roads U.; Barkema, Harry G., Rotterdam School of Management, Erasmus U.; Berranger, Alain, Schulich School of Business; Branzei, Oana, U. of Western Ontario; Calvano, Lisa, Franklin & Marshall College; et al.

Return on Investment in Human, Social and Psychological Capital: The Search for Yeti (HR, OB, ODC)

Le Centre Sheraton, Salle Ballroom Center

Friday, 8:30 AM - 12:30 PM

Youssef, Carolyn M., Bellevue U.; Poppler, Paul, Bellevue U.; Stark, Ernest E., Bellevue U.; Moss, Jennifer, Bellevue U.; Farner, Steve, Bellevue U.; Boudreau, John W, Center for Effective Organizations; Latham, Gary P., U. of Toronto; Luthans, Fred, U. of Nebraska, Lincoln; Baker, Wayne E., U. of Michigan; Hodges, Timothy D., Gallup; Echols, Mike, The Human Capital Lab; Byerly, Boyce, Capital Analytics; et al.

Green Teaching: A Forum for Sharing Ideas on Incorporating Environmental Awareness in Our Teaching (ITC, MED)

Le Centre Sheraton, Salon 5

Friday, 9:00 AM - 11:00 AM

Brotheridge, Céleste M., ESG-UQAM; Power, Jacqueline L., Odette School of Business; Ruiz-Gutierrez, Jaime, U. de los Andes, Colombia; Bozionelos, Nikos, Athens U. of Economics and Business; Van Hoff, Bernhardus Johannes, U. de los Andes

Developing Responsible Global Leaders: Frameworks, Experiences and Techniques (IM, MED, OB, HR)

Le Centre Sheraton, Drummond West

Friday, 10:45 AM - 3:45 PM

Stahl, Guenter K., WU Vienna/INSEAD; Mendenhall, Mark E., U. of Tennessee, Chattanooga; Prahalad, C K, U. of Michigan; Lord Hastings of Scarisbrick, Michael, KPMG; Berdrow, Iris, Bentley U.; Bird, Allan, Northeastern U.; Evans, Paul, INSEAD; Javidan, Mansour, Thunderbird; et al.

I feel the capacity to care is the thing
which gives life its deepest significance.

— Pablo Casals

Our children may learn about the heroes
of the past. Our task is to make ourselves
architects of the future.

— Jomo Kenyatta, first president of Kenya

DIGC Theme-Related Professional Development Workshops

Cognitive Conversations about Caring (MOC, BPS, PNP, PTC)

Delta Centre-Ville, St-Charles

Friday, 12:15 PM - 2:45 PM

Huff, Anne S., Technical U. München; Jenkins, Mark, Cranfield U.

The Care And Feeding Of The Aspiring Management Consultant: Preparing The Profession For Its Future (MC, ODC)

Delta Centre-Ville, Verriere A

Friday, 2:45 PM - 5:15 PM

Head, Thomas C., Roosevelt U. Chicago-Schaumburg; Sorensen, Peter, Benedictine U.; Preston, Joanne C, Colorado Technical U.; Armstrong, Terry R, Colorado Technical U.; Poulfelt, Flemming, Copenhagen Business School; Adams, Susan M., Bentley U.; Haug, Ralph, Roosevelt U.

Lessons and Questions from Practice: Cross-Sector Partnerships for Sustainable Development (PNP, OMT, BPS, PTC)

The Queen Elizabeth, St-Maurice

Saturday, 8:00 AM - 11:00 AM

Hyatt, David Graham, Case Western Reserve U.; Le Ber, Marlene J, Ivey School of Business; London, Ted, U. of Michigan; Doh, Jonathan P, Villanova U.; Selsky, John W, U. of South Florida; Kolk, Ans, U. of Amsterdam; Gray, Barbara, Pennsylvania State U.; Teegen, Hildy, U. of South Carolina; et al.

Linking Positive Organizational Scholarship to Healthcare Management Education (HCM, ODC)

The Queen Elizabeth, Hochelaga 4

Saturday, 8:00 AM - 9:30 AM

Friedman, Leonard H., George Washington U.; Parker, Victoria Anne, Boston U.; Golden-Biddle, Karen, Boston U.

Understanding More About Passion at Work (AAM, OB)

Le Centre Sheraton, Hemon

Saturday, 8:00 AM - 10:30 AM

Li, Yanxia, Fudan U.; Zhang, Yi, Fudan U.; Tan, Le, Xi'an Jiaotong U.; Fu, Ping Ping, Chinese U. of Hong Kong; Song, He Yi, Xi'an Jiaotong U.; Xu, Yue Hua, The Chinese U. of Hong Kong; Jiang, Yan, The Chinese U. of Hong Kong; Wang, Yang Wen, The Chinese U. of Hong Kong; Yu, Guangtao, Central U. of Finance and Economics; Wang, Yan Li, Central U. of Finance and Economics; et al.

Business Development Workshops: Best Practices and a “Train the Trainer” Session Focusing on Haiti (IM)

Le Centre Sheraton, Salon 8

Saturday, 10:15 AM - 5:15 PM

Mezias, John, U. of Miami; Mr. Benariba, SAJE Montréal Centre

This session will teach Haitian volunteers how to run business-development workshops so they can transfer business knowledge to aspiring entrepreneurs in Haiti. Corporations will sponsor Haiti volunteers' travel. Best practices and future development efforts will be discussed.

DIGC Theme-Related Professional Development Workshops

Caring Through Operations: An Academic Service-Learning Approach (OM, PNP)

Le Palais Des Congres, 513B

Saturday, 10:15 AM - 12:15 PM

Behara, Ravi S., Florida Atlantic U.

From Destructive Interpersonal Conflicts to Compassionate Relationships: Bridging the Divide (CM, OB, HR, GDO, OCIS)

Le Centre Sheraton, Salon C

Saturday, 10:15 AM - 1:15 PM

Raver, Jana L., Queen's U.; Baker, Wayne E, U. of Michigan; Barling, Julian, Queen's U.; Dirks, Kurt T, Washington U. in St. Louis; Porath, Christine L., Georgetown U.; Quinn, Ryan, U. of Virginia; Roberts, Laura Morgan, Georgia State U.; Robinson, Sandra L., U. of British Columbia; Tripp, Thomas M., Washington State U.

Sustaining Business: A Meeting of Management Scholars and Entrepreneurs (AAA)

Hyatt Regency Montréal, Alfred-Rouveau C

Saturday, 11:30 AM - 3:30 PM

Brotheridge, Céleste M., ESG-UQAM; Murphy, Patrick J., DePaul U.; Edwards, Gwyneth, Concordia U.; Mierzwa, Tom, U. of Maryland U. College; Bares, Frank, ICN Business School; Crook, T Russell, U. of Tennessee, Knoxville; Dyer, Linda, Concordia U.; Ouellette, Claire, Visaction; Fischer, Eileen, York U.; Piché, Jean, ESG-UQAM; Pollack, Jeffrey Matthew, U. of Richmond; et al.

Bringing Emotions (Back) Into Institutional Theory (OMT, MOC, CMS, OB)

Le Palais Des Congres, 512E

Saturday, 12:30 PM - 3:30 PM

Hudson, Bryant A, Florida Atlantic U.; Creed, Douglas, U. of Rhode Island; DeJordy, Rich, Northeastern U.; Lok, Jaco, AGSM-Australian School of Business; Cebon, Peter, U. of Melbourne; Scott, W. Richard, Stanford U.

Dare to Care About the Green Economy: Setting the Agenda for Future Research (ONE, ENT, BPS, OMT, TIM, ITC)

The Queen Elizabeth, Hochelaga 3

Saturday, 3:00 PM - 7:00 PM

Marcus, Alfred Allen, U. of Minnesota; Drori, Israel, College of Management, Israel; Honig, Benson, McMaster U.; DeWitt, Rocki-Lee, U. of Vermont; Lepoutre, Jan M. W. N., Vlerick Leuven Gent Management School; Lenox, Michael, U. of Virginia; Madhavan, Ravi, U. of Pittsburgh; et al.

Daring to Care about Diversity: Building Bridges to Positive Organizational Scholarship (GDO, OB, HR)

Le Centre Sheraton, Kafka

Saturday, 4:00 PM - 6:30 PM

Roberts, Laura Morgan, Georgia State U.; Wooten, Lynn, U. of Michigan; Davidson, Martin N., U. of Virginia; Akinola, Modupe, Harvard U.; Combs, Gwendolyn M., U. of Nebraska, Lincoln; Cha, Sandra, McGill U.; Creary, Stephanie J, Boston College; James, Erika H., U. of Virginia; et al.

For every problem there is one solution
which is simple, neat, and wrong.

– H.L. Mencken, American political commentator

[Wisdom is] the ability to offer useful advice to
others about the pragmatics of everyday life.

– C. Peterson and M. Seligman, psychologists

All-Academy Theme Professional Development Workshops - AAT Chair's Selections

Can Compassion be Taught? Spiritual Perspectives and Practices for Leadership Development

Le Palais Des Congres, 511C

Sunday, 11:30 AM - 1:30 PM

Skjei, Susan, Naropa U.; Goldman Schuyler, Kathryn, Alliant International U.; Kaipa, Prasad, Indian School of Business/Kaipa Group; Saxena, Subhanu, Novartis Pharmaceuticals; Lord, Stuart, Naropa U.; Senge, Peter M., Society for Organizational Learning

This session brings together executives, educators, and consultants from several spiritual traditions (Christianity, Advaita Vedanta, and Buddhism) who aim to cultivate compassion and apply it in real-world situations in business, academia, and social change.

Daring to Care: Scholarship that Supports the Courage of Our Convictions

Le Palais Des Congres, 511A

Sunday, 11:30 AM - 1:30 PM

Adler, Nancy J, McGill U.; Hansen, Hans, Texas Tech U.; Mitroff, Ian, Alliant International U.; Walsh, James P., U. of Michigan; Anderson, Troy, Carlton U.; Bataille, Christine D., McGill U.

"Daring to care" calls into question the traditional role of scientific objectivity and invites advocacy to take a central place in our scholarship. This workshop will focus on questions, methodologies, and processes that support scholars in daring to care.

Experiencing Passion and Compassion in Montréal – an Embodied Learning Experience

Le Palais Des Congres, 524A - Hospitality Suite (meet here to leave for the tour)

Sunday, 11:30 AM - 8:00 PM (Offsite)

Shrivastava, Paul, Concordia U.; Paquin, Raymond L., Concordia U.; Berger, Stephanie, Concordia U.; Pasquero, Jean, U. Quebec; Gendron, Corinne, UQAM; Raufflet, Emmanuel, HEC Montréal

Participants will explore Montréal's for-profit and non-profit sectors in a city tour. Participants will interact with managers and leaders who embed compassion in what they do. Please wear comfortable shoes and clothing.

The Future of Doctoral Education

Le Palais Des Congres, 511B

Sunday, 11:30 AM - 1:30 PM

Hambrick, Don, Pennsylvania State U.; Davis, Gerald F., U. of Michigan; Hollenbeck, John, Michigan State U.; Rousseau, Denise M., Carnegie Mellon U.; Thomas-Hunt, Melissa C., U. of Virginia; Tushman, Michael L., Harvard U.; Hambrick, Donald C., Pennsylvania State U.

This panel will explore fundamental questions about the purposes and practices of doctoral education. As we are faced with questions ranging from the relevance of our scholarship to those about our contribution to the economic crisis, it is important to consider how those who will shape the future of our field are best equipped. The panel will discuss the functions of doctoral education, how it ought to prepare students, and how students will need to be equipped to do the sort of scholarship that will be needed.

All-Academy Theme Professional Development Workshops

The Value of Caring: Successfully Deploying and Sustaining Strategies Around Care

Le Palais Des Congres, 516B

Sunday, 11:30 AM - 1:30 PM

Hughes, Kate, Macquarie U.; Bendoly, Elliot, Emory U.; Teagarden, Mary, Thunderbird; Landrum, Nancy E., U. of Arkansas, Little Rock; Hull, Clyde, Rochester; Glavas, Ante, U. Notre Dame; Johns, Emmett and Flamand, Sylvain, Dans La Rue; de Grave, Eric, Le Transit; Pitt, Chris, World Vision; Weeks, Chris, DHL; Herbert, Leslie, Accenture

The dialogue will involve questions regarding the tensions between companies making a profit and being socially responsible, and the challenges to maintaining reputations around caring. Panelists come from many backgrounds, including large and small firms, not-for-profits, and academia.

The Occupational and Organizational Structuration of Direct Care Work in an International Context

Le Palais Des Congres, 516B

Sunday, 1:35 PM - 3:05 PM

Elvira, Marta M., IESE Business School; Rodriguez-Lluesma, Carlos, IESE Business School; Rousseau, Denise M., Carnegie Mellon U.; Leana, Carrie R., U. of Pittsburgh; Gittell, Jody Hoffer, Brandeis U.; Douglass, Anne, U. of Massachusetts, Boston; Hoang, Ha, ESSEC Business School – Paris; D'Aunno, Thomas, Columbia U.; Maas, Alexander, U. For Humanistics

This PDW brings together researchers who are studying the structuring of emergent occupational and organizational forms in direct care work. Participants will explore national idiosyncrasies and cross-national patterns in direct care work.

Passion for Action: Daring to Create Actionable Research

Le Palais Des Congres, 511C

Sunday, 2:00 PM - 5:30 PM

Rynes, Sara L, U. of Iowa; Bartunek, Jean M., Boston College; Edmondson, Amy C., Harvard U.; Hoffman, Andrew J., U. of Michigan; Mohrman, Susan A., U. of Southern California; Tushman, Michael L., Harvard U.

In this PDW, researchers who have spent the bulk of their careers conducting field research oriented toward influencing practice will share what they have learned about designing, conducting, and disseminating research that is useful to practice.

The Future of Management Education

Le Palais Des Congres, 511B

Sunday, 2:00 PM - 4:00 PM

Neale, Margaret A., Stanford U.; Khurana, Rakesh, Harvard U.; Mintzberg, Henry, McGill U.; Olian, Judy, U. of California, L.A.

The session will address three questions: (1) What fundamental purposes should management education serve? (2) What ONE concern do you have with current management education that you hope would change? (3) What TWO constructive proposals would you recommend for improving management education so that it better equips students for the future they will face and better serves the public good?

Some doors open only from the inside.

– Ancient Sufi

If you dared to care, what would you be doing? What would you commit to?

– Peter Drucker

All-Academy Theme Professional Development Workshops

Sustaining Scholarship Excellence in a Global Academy

Le Palais Des Congres, 511D

Sunday, 2:20 PM - 5:20 PM

Dhanaraj, Charles, Indiana U., Bloomington; Mangematin, Vincent, Grenoble Ecole Management; Ray, Sougata, IIM Calcutta/Infosys Technologis Limited; Agarwal, Rajshree, U. of Illinois, Urbana-Champaign; Baden-Fuller, Charles, City U. London; Khanna, Tarun, Harvard U.; Lewin, Arie Y., Duke U.; Luo, Yadong, U. of Miami; Rangnekar, Ajit, Indian School of Business; Van de Ven, Andrew H., U. of Minnesota; White, Roderick E, Ivey School of Business; Wu, Changqi, Peking U.

This PDW brings together scholars from North America, Europe, and Asia and will focus on questions facing a global research enterprise. What is “relevance” in research and who decides it? How do researchers engage practitioners and what are the challenges?

Leading with Purpose and Passion: Developing Next Gen Leaders Via Global Service

Le Palais Des Congres, 516A

Sunday, 3:05 PM - 5:35 PM

Mirvis, Philip H., Center for Corporate Citizenship; Thompson, Kevin, IBM Corporate Service Corp; Ahern, Kate, CDC Development Solutions

This workshop will explore the development of next generation global leaders through volunteer service assignments. It will include a discussion of the challenges facing companies and leaders, and center on a case of IBM's Corporate Service Corps.

AOM Strategic Plan Town Hall

Drummond E, Le Centre Sheraton Montréal

Sunday, 3:30 - 5:00 pm

Walsh, James P., U. of Michigan

Join Academy of Management President Jim Walsh and other AOM leaders as we discuss the vision, mission, and intents of the AOM Strategic Plan. We will explain the process through which we developed the plan and our steps as we move forward. Hear about what roles are being sought and the focus we are taking. Discover ways in which you can help us shape the future of the Academy and walk with us on the journey ahead. This is your opportunity to join the conversation and discuss these important initiatives with your colleagues. Light refreshments will be served.

Creating a Caring Economics: Theory, Research, and Practice

Le Palais Des Congres, 516C

Sunday, 4:15 PM - 5:45 PM

Eisler, Riane, Center for Partnership Studies; Wirtenberg, Jeana, Fairleigh Dickinson U.; Senge, Peter M., Society for Organizational Learning; Barney, Jay B, Ohio State U.; Dutton, Jane E., U. of Michigan

Riane Eisler will speak about her book, *The Real Wealth of Nations: Creating a Caring Economics*. She argues that this new economic perspective is essential as we move from the industrial to the post-industrial knowledge/information/service economy, where high quality “human capital” is the most reliable predictor of success. The commentators/panelists will provide multiple viewpoints including feedback, insights, and perspectives from different vantage points.

All-Academy Theme Symposia - AAT Chair's Selections

Daring to Care at Southwest Airlines: Inspiration for New Theorizing about Empowerment and Beyond

Le Palais Des Congres, 516C

Sunday, 11:30 AM - 1:00 PM

Bartol, Kathryn M., U. of Maryland; Tesluk, Paul E., U. of Maryland; Parker, James, Former CEO, Southwest Airlines Co.; Mathieu, John, U. of Connecticut; Spreitzer, Gretchen, U. of Michigan; Hoffer Gittel, Jody, Brandeis U.

James F. Parker, former CEO of Southwest Airlines, will present three scenarios that illustrate “Dare to Care” at the airline. Five researchers will discuss the scenarios, each will draw on his/her research in expressing a different viewpoint or theory to account for the Southwest Airlines phenomenon.

Dare to Care: The Global Experience

Le Palais Des Congres, 510C

Sunday, 1:15 PM - 2:45 PM

Yaeger, Therese F., Benedictine U.; Sorensen, Peter, Benedictine U.; Bonnet, Marc, ISEOR, U. of Lyon 3; Buono, Anthony F., Bentley U.; Poufelt, Flemming, Copenhagen Business School; Sulamoyo, Dalitso S., IACAA/Benedictine U.; Zhang, Xu, Dalian U. of Technology

This symposium will discuss the role of management and the role of the Academy in building a better understanding of the role and application of passion and compassion in management on a global basis.

Teaching Compassion: Helping Students to Recognize and Care for Others

Le Palais Des Congres, 516C

Sunday, 1:35 PM - 3:05 PM

Hauserman, Nancy, U. of Iowa; Colbert, Amy E., U. of Iowa; Grant, Adam M., Wharton School; Bloom, Matt C, U. of Notre Dame

This symposium will consider how we might teach compassion to our students and foster compassionate behavior through assignments that take the students out of the classroom and connect them with the beneficiaries of compassionate action.

Entrepreneurial Strategies in Low Income Countries: How Our Scholarship Can Change the World

Le Palais Des Congres, 511F

Sunday, 3:00 PM - 4:30 PM

Chatterji, Aaron, Duke U.; Mitchell, William G., Duke U.; Barney, Jay B., Ohio State U.; Afuah, Allan N., U. of Michigan

This panel will demonstrate how academics can use their research to spur economic and social transformations in developing nations. Each of the panelists is devoting much of their time to research in low income settings around the world. This panel will inspire the next generation of scholars to “dare to care” about the impact and utility of their research.

Compassion is a foundation for sharing our
aliveness and building a more humane world.

— Martin Lowenthal

Giving does not impoverish the giver.

— Proverb of Guinea

All-Academy Theme Symposia

Compassion Research Incubator: Emerging Perspectives on the Scholarship and Practice of Compassion

Le Palais Des Congres, 518C

Sunday, 3:00 PM - 5:00 PM

Kanov, Jason, Western Washington U.; Lilius, Jacoba, Queen's U.; Dutton, Jane, U. of Michigan; Spreitzer, Gretchen, U. of Michigan; Heaphy, Emily, Boston U.; John Paul Stephens, U. of Michigan; Clair, Judith, Boston College; Ladge, Jamie, Northeastern U.; Cotton, Richard, Boston College; Van Oosten, Ellen, Case Western Reserve U.; Avramchuk, Andre, Fielding Graduate U.; Miller, Katherine, Texas A&M U.; Keller, Quita, U. of Pittsburgh

This symposium will explore new possibilities for researchers and practitioners interested in compassion. The vision is that everyone involved will leave with some answers as well as some promising new questions and potential collaborations.

The Role of Organizational Theory and Practice in Poverty Alleviation: Commerce with Compassion

Le Palais Des Congres, 513F

Sunday, 3:35 PM - 5:05 PM

Glynn, Mary Ann, Boston College; Pratt, Michael G., Boston College; Pradies, Camille, Boston College; Raffaelli, Ryan L., Boston College; Leana, Carrie R., U. of Pittsburgh; Battilana, Julie, Harvard U.; Dorado, Silvia, U. of Rhode Island; Spicer, Andrew, U. of South Carolina

What role, if any, should organizations play in alleviating poverty? We address diverse organizational responses to poverty, offering insights from academics and from a senior executive from the Grameen Foundation.

Making Caring Less Daring: Overcoming the Challenges of Compassion

Le Palais Des Congres, 510C

Sunday, 4:15 PM - 5:45 PM

Grant, Adam M., Wharton School; Maitlis, Sally, U. of British Columbia; Rousseau, Denise, Carnegie Mellon U.; Westphal, James, U. of Michigan; McDonald, Michael, U. of Central Florida; Bolino, Mark, U. of Oklahoma; Harvey, Jaron, U. of Oklahoma; Flynn, Frank, Stanford U.; Schaumberg, Rebecca, Stanford U.; Davis, Gerald, U. of Michigan

This symposium will generate, enrich, and consolidate knowledge about how to overcome the costs of compassion, and to provide both theoretical and practical insights into how caring and compassion can be initiated and sustained.



Joshua Margolis, All-Academy Theme Program Chair, is Professor of Business Administration in the Organizational Behavior unit at the Harvard Business School.

Division Theme-Related Scholarly Sessions - Division Program Chairs' Selections

Challenging the Foundations of Change: Do Values Matter? (ODC)

Le Centre Sheraton, Salon A

Monday, 8:00 AM - 9:30 AM

Ford, Jeffrey D Ohio State U.; Julia Balogun, Lancaster U. Management School; Andrew Van de Ven, U. of Minnesota; Ann Langley, HEC Montréal; Martha Feldman, U. of California, Irvine; Susan Mohrman, U. of Southern California

Compassion and Mindfulness: Implications of the Buddhist Worldview for Leadership Development (IM, MSR, ODC)

Le Centre Sheraton, Salon B

Monday, 8:00 AM - 9:30 AM

Goldman Schuyler, Kathryn, Alliant International U.; Kriger, Mark P., Norwegian School of Management; Brannen, Mary Yoko, INSEAD; Fry, Louis W. (Jody), Tarleton State U.; Skjei, Susan, Naropa U.

Responsible Management Education and Corporate Social Responsibility (MED)

Le Palais Des Congres, 525A

Monday, 8:00 AM - 9:30 AM

Beatty, Joy E., U. of Michigan, Dearborn

The Role of Ethical Leadership in Creating Caring Organizations Roundtable (SIM)

The Queen Elizabeth, St-Laurent

Monday, 9:45 AM - 11:15 AM

Reynolds, Scott J., U. of Washington

Notes from the Underground: "Wives of the Organization" and the Perils of Caring to Dare (GDO, CMS)

Le Centre Sheraton, Drummond West

Monday, 9:45 AM - 11:15 AM

Calas, Marta B., U. of Massachusetts, Amherst; Konrad, Alison M., U. of Western Ontario; Huff, Anne S., Technical U. München; Calas, Marta B., U. of Massachusetts, Amherst; Smircich, Linda, U. of Massachusetts, Amherst; Fletcher, Joyce K, Simmons College; Harzing, Anne-Wil, U. of Melbourne

Social Impacts in Healthcare and Travel Industries (OCIS)

Le Palais Des Congres, 511C

Monday, 9:45 AM - 11:15 AM

Cole, Courtney E., Ohio U.; Micklich, Douglas L., Illinois State U.; Ramamani, Mahesh K., Michigan State U.; Setia, Pankaj, Michigan State U.; Scott, Susan, London School of Economics; Orlikowski, Wanda J., MIT; Azad, Bijan, American U. of Beirut; King, Nelson, American U. of Beirut

Socialization Content and Context: New Directions (HR, OB)

Le Centre Sheraton, Drummond East

Monday, 9:45 AM - 11:15 AM

Kammeyer-Mueller, John, U. of Florida; Rubenstein, Alex L., U. of Florida; Saks, Alan, U. of Toronto; Gruman, Jamie, U. of Guelph; Gino, Francesca, U. of North Carolina; Bauer, Talya, Portland State U.; Cable, Daniel, U. of North Carolina; Erdogan, Berrin, Portland State U.; Klein, Howard and Polin, Beth, Ohio State U.; Sutton, Kyra, Auburn U.; Wanberg, Connie, U. of Minnesota; Song, Zhaoli, National U. of Singapore; et al.

Buying Better Lemons: The Diffusion of Environmental Standards (ONE, OMT, BPS)

The Queen Elizabeth, Matapedia

Monday, 11:30 AM - 1:00 PM

King, Andrew, Dartmouth U./Harvard U.; Prado, Andrea, New York U.; Christmann, Petra, Rutgers U.; Rivera, Jorge, George Washington U.; Lee, Brandon, London Business School

With the aid of a tree, a tree-climber
makes contact with the sky.

– Ashanti proverb, Ghana

Nancy J. Adler

Montréal Scholars
Contributing
to the Theme

Division Theme-Related Scholarly Sessions

Creating Meaningful Work Roundtable (SIM)

The Queen Elizabeth, St-Laurent
Monday, 11:30 AM - 1:00 PM
Vidaver-Cohen, Deborah, Florida International U.

Humanizing Strategy: Letting the “Messiness” In (BPS)

Le Palais Des Congres, 510B
Monday, 11:30 AM - 1:00 PM
Liedtka, Jeanne, U. of Virginia; Mintzberg, Henry, McGill U.; Martin, Roger L., U. of Toronto;
Shedroff, Nathan, California College of the Arts

New Directions in Health Care Diversity Management Research: Daring to Care and Transform Practice (HCM, GDO)

The Queen Elizabeth, Hochelaga 4
Tuesday, 9:45 AM - 11:15 AM
Myers, Valerie L., U. of Michigan; Wooten, Lynn, U. of Michigan; Dotson, Ebbin, U. of Texas Health Science Center

Re-Inventing Retirement: New Pathways, New Arrangements and New Meanings (CAR, HR)

Le Centre Sheraton, Jarry
Tuesday, 11:30 AM - 1:00 PM
Lee, Mary Dean, McGill U.; Gunz, Hugh P., U. of Toronto; Sargent, Leisa, U. of Melbourne; Pitt Castsouples, Marcie, Boston College; Bataille, Christine D., McGill U.; Schlosser, Francine, U. of Windsor; Kooij, Dorien, Tilburg U.; Dijkers, Josje, VU U. Amsterdam; et al.

The Other North American Voice: Exploring Canadian Corporate Social Responsibility (SIM, MH)

The Queen Elizabeth, Mackenzie
Tuesday, 11:30 AM - 1:00 PM
Webb, Kernaghan, Ryerson U.; Cragg, Wesley, York U.; Pasquero, Jean, U. Quebec; Bird, Frederick, U. of Waterloo; Sexty, Robert W, Memorial U. of Newfoundland; Raufflet, Emmanuel, HEC Montréal

Measuring Performance in the Nonprofit Sector (PNP)

The Queen Elizabeth, Duluth
Tuesday, 1:15 PM - 2:45 PM
Bies, Angela L., Texas A&M U.

Two Contemporary Approaches from Europe and US: Contributions to Management History (MC, ODC)

Delta Centre-Ville, Verriere B
Tuesday, 1:15 PM - 2:45 PM
Yaeger, Therese F., Benedictine U.; Sorensen, Peter, Benedictine U.; Buono, Anthony F., Bentley U.; Poulfelt, Flemming, Copenhagen Business School; Bonnet, Marc, ISEOR, U. of Lyon 3

Incubating Research on Positive Social Change: Agency and Caring about Change in Critical Domains (ODC, OMT, OB)

Le Centre Sheraton, Drummond Center
Tuesday, 3:00 PM - 4:30 PM
Golden-Biddle, Karen, Boston U.; Dutton, Jane E., U. of Michigan; Bartunek, Jean M., Boston College; Leana, Carrie, U. of Pittsburgh; Kossek, Ellen, Michigan State U.; Jones-Christensen, Lisa, U. of North Carolina; Canales, Rodrigo, Yale U.; Tjornbo, Ola, U. of Waterloo; et al.

It would be hard to imagine an annual meeting of the Academy of Management without Nancy Adler, whose contributions over the years have ranged from presenting groundbreaking research to chairing major workshops and symposia to exhibiting art. Occupying the S. Bronfman Chair in Management at McGill University, Prof. Adler was the first woman ever recruited to McGill to a tenure-track management position and the first to receive tenure and be promoted to full professor. Today, she is the first senior faculty member that McGill's new MBA students encounter, for it is Prof. Adler who leads the “Global Leadership: Redefining Success” seminar, an intensive, three-day course that she inaugurated for all incoming MBAs. In her words, the seminar “is designed to prepare people for leadership at the intersection of business and society. It is created out of concern for the future of humanity and the earth and recognizes that how we respond today to global ecological and economic change will reverberate across generations well into the future.”

No one better illustrates than Prof. Adler the theme of this year's meeting – how action can be consonant with passion and compassion and how intellectual achievement at its best is informed by deep personal values. A few years ago, she told a leadership conference how her mother as a Jewish teenager in Vienna in the late 1930s had the courage to venture to Gestapo headquarters to ask for help for her family from the city's highest-ranking Gestapo officer, who happened to be the father of a friend from school. The officer located the girl's imprisoned father (Prof. Adler's grandfather), had him released from prison, and arranged exit visas for the immediate family to escape the country.

“Good transcends evil; even as evil eclipses good,” Prof. Adler told her audience. “With just this fragment of my mother's story deeply embedded in my being, it is not in the least bit surprising that I chose to focus my initial academic career on cross-cultural leadership – on learning how people from every culture, religion, nationality, and race can work together to each other's benefit while living in peace... Leaders know unequivocally that evil exists. They also know that people capable of good are disguised in every religion and every walk of life; they know that laudable behavior is never completely inconceivable.”



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Prof. Adler invites all Academy members to her art exhibition (see p. 13) and will speak on “Leadership Insight” (Friday, 2:00 – 4:00 PM); “Daring to Care: Scholarship that Supports the Courage of Our Convictions” (Sunday, 11:30 AM – 1:30 PM); “Artistic Passion Igniting Workplace Action” (Sunday, 2:20 – 4:20 PM); and as the MCD Distinguished Speaker on “The Creative Economy and Beyond” (Monday, 5:00 – 6:30 PM).

Henry Mintzberg

Encounter an overflow crowd at an Academy of Management annual meeting, and the chances are good that the session in question will include Henry Mintzberg. An academic most of his professional life, after working in operational research at the Canadian National Railways, Henry Mintzberg is the Cleghorn Professor of Management Studies at McGill University. He is the author of 150 articles and 15 books (most recently *Managers not MBAs*, 2004; *Tracking Strategies*, 2007; and *Managing*, 2009), and is currently completing a monograph, *Managing the Myths of Health Care*. Over the past decade he has collaborated with colleagues from Canada, England, France, India, and Japan on new approaches to management education and development, all of which are geared to help managers learn from their own experience. His many honors have included election as an Officer of the Order of Canada and of l'Ordre National du Quebec; selection as Distinguished Scholar for the Year 2000 by the Academy of Management; and two McKinsey prizes for articles in the *Harvard Business Review*. Prof. Mintzberg will participate in four sessions at the 2010 annual meeting of the Academy of Management. Just look for the overflow crowds.



Montréal Scholars Contributing to the Theme

Crossing Cultures: The Passion and Compassion, the Power and Complexity of the Montréal Mosaic.

This symposium will consider Montréal's bicultural/multicultural environment and what lessons can be learned from its development. Biculturalism is of greater interest than ever to management scholars as the world grows more and more interconnected and as bicultural individuals play a progressively important role in its organizations.

Humanizing Strategy: Letting the Messiness In.

This symposium was inspired by a comment of Nobel Prize-winning economist Paul Krugman that economics "went astray because economists mistook beauty, clad in impressive-looking mathematics, for truth" and that "economists will have to learn to live with messiness." The discussion will address the need for management scholars to attend more than they now do to messiness – the messiness of creating innovations and new business strategies.

Managerialism, Managing, and their Discontents.

At a time of deepening anxiety about the global economy, questions have been insistently raised about the professional education of managers and, in fact, the entire discipline of management. The symposium addresses these questions in the context of two related terms – managerialism and managing.

National Health Care and Competitiveness: Economics, Culture, and Strategy.

Panelists from academia, industry, and government will address management and public-policy issues related to national health care and international competitiveness.

Leaders of the Montréal Local Arrangements Committee

Only a life lived for others is worth living.

– Albert Einstein

Heather Vough



In a recent paper on work design, Prof. Heather Vough cited an introduction to a book published 35 years earlier on the subject of improving workplace efficiency.

The introduction took strong exception to the idea "that a factory worker can be manipulated, through time and motion study procedures and other techniques, into enriching his company at the expense of himself. The truth," it continued, "is that a man on the job can outfox the company almost every time. Nobody is going to work faster or better if it means cutting his own throat...People – and their brains – are the most precious resource we have in our shop...Our most valuable partners in cutting waste are the people on the production floor, who know their jobs better than anyone."

In addition to agreeing with the point and admiring the force with which it was expressed, Prof. Vough had another reason for considering these words special: they were written by her grandfather, the late Clair F. Vough, a vice president of IBM during the company's glory years, who, among other things, eliminated clocks on the factory floor in recognition of the integrity of workers and pioneered in-team approaches to manufacturing.

Today, as a member of the management faculty at McGill University, Prof. Vough conducts research that probes what it is that makes jobs meaningful to people, believing, as her grandfather did, that workers are most productive when their work has meaning for them. It is her interest in this subject that makes the theme of this year's meeting, with its emphasis on caring and sensitivity, particularly appealing to her. A study she will be presenting this year shows that even employees in tightly controlled jobs at call centers can proactively change their work situations for the benefit of themselves and others.

No less appealing, she says, is the meeting's location. A relative newcomer to Montréal, Prof. Vough welcomed the opportunity to serve as co-chair of the arrangements committee. "It has been quite an education," she says, deepening her appreciation of the city – "its European flair, its cultural refinement, its fantastic food."

David Oliver



Conducting research on organizational identity – how people describe their organizations – would seem like anything but child's play. But students of the

subject, like Prof. David Oliver of HEC Montréal (the business school associated with the University of Montréal) sometimes employ tools that seem more appropriate in grade school than in the corporate world. A presentation at the 2008 meeting of the Academy of Management, for example, described research by Prof. Oliver and colleagues in which managers of a telecommunications company were invited to use Lego blocks to construct and interpret their views of the company. Towers, flags, platforms, trees, cows, even a headless chicken were all part and parcel of the Lego constructions that emerged, all shedding light on how different managers perceived the company and what collective construct could be inferred from their individual ones.

Prof. Oliver says he likes the fact that this year's annual meeting has a theme that insists on the importance of the emotion as well as thought, simplicity as well as complexity, in management studies. "Organizational identity is not just a mental model but something that is felt as well," he says. "The best management research, abstract and complex though it may be, never loses sight of the basics – the Lego blocks, if you will – of human behavior."

A native of Ontario who has been a member of the HEC Montréal faculty for five years, Oliver volunteered to serve as co-chairman for the Academy of Management's local arrangements committee because he "wanted to make sure the arrangements were as successful and welcoming as possible." He thinks it's significant that the Academy of Management chose Montréal for the meeting, after holding earlier annual conferences in Toronto and Vancouver, since this represents the first time the meeting has been held in a setting where English is not the dominant language. "In view of the fact that over one-third the Academy's more than 18,000 members are from outside North America and that they have recently accounted for the fastest growth in membership, it is natural to see the selection of Montréal as a reflection of the organization's increasingly international character," he says.

Gwyneth Edwards



As a senior manager of Canada-based Nortel Networks from 1992 to 2009, Gwyneth Edwards received an extended education on the challenges of managing workers in a multinational corporation.

Today she is mining that experience as a doctoral candidate at Concordia University in Montréal through research that explores how multinationals can best coordinate the efforts of employees dispersed around the world and strike the right balance between their own unitary institutional logics and the divergent logics of far-flung cultures.

For the Academy of Management 2010 annual meeting, Ms. Edwards has joined with Aysel Saka-Helmhout of the University of Surrey to organize a symposium in her field of study. The session, drawing participants from Canada, the U.K, the U.S., Germany, and Taiwan, addresses the challenge multinationals face in achieving legitimacy in widely varying, even conflicting, environments, and seeks to shed light on how this challenge can give impetus to creativity and innovation.

Meanwhile, Gwyneth is putting her organizational expertise to work as leader of the Academy's Compassion Project in cooperation with the Montréal YWCA. Although service projects have been a regular feature of Academy annual meetings, the theme of this year's meeting, "Dare to Care," has given this project special prominence, particularly a four-hour workshop in which more than 40 volunteers from the Academy serve as resource people for 200 active or aspiring entrepreneurs in the Montréal area. Fourteen topics related to sustaining a business will be the focus of roundtable discussions.

Gwyneth, who organized the workshop with Céleste Broderidge of the University of Quebec of Montréal and Patrick Murphy of DePaul University, sees the Compassion Project as an example of the contribution management scholars can make as volunteers not just on rare occasions but in their local communities year-round. "As in-depth students of organizational issues of every stripe, we have expertise that can be of great value to our communities," she says. "Take two hours a month to serve on a board, and pass along all that great knowledge. This YWCA project has opened my eyes to the difference we can make."

Acknowledgements from Anne S. Tsui

Many people have contributed to the production of this 2010 Academy of Management Meeting Theme Magazine. We would like to acknowledge all those who have given their time, expertise and resources to this fine product.

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Ojibway Prayer:

*Grandfather,
Look at our brokenness.*

*We know that in all creation
Only the human family
Has strayed from the Sacred Way.*

*We know that we are the ones
Who are divided
And we are the ones
Who must come back together
To walk the Sacred Way.*

*Grandfather
Sacred One,
Teach us love, compassion, and honor
That we may heal the earth
And heal each other.*

**Ojibway Elder Dr. Art Solomon
Anishinabe People of Canada**



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