



# 74<sup>th</sup> Annual Meeting of the Academy of Management All-Academy Theme Program

Sunday, August 3, 2014  
Pennsylvania Convention Center  
Philadelphia, Pennsylvania



**Debra L. Shapiro, Ph.D.**  
University of Maryland  
Vice-President & Program Chair  
All-Academy Theme Chair  
Academy of Management

## All-Academy Theme Committee

|                             |                                        |
|-----------------------------|----------------------------------------|
| <b>Elena Antonacopoulou</b> | UNIVERSITY OF LIVERPOOL                |
| <b>Mary Ann Glynn</b>       | BOSTON COLLEGE                         |
| <b>David Hofmann</b>        | UNIVERSITY OF NORTH CAROLINA           |
| <b>Karen (Etty) Jehn</b>    | MELBOURNE UNIVERSITY                   |
| <b>Michael Lounsbury</b>    | UNIVERSITY OF ALBERTA                  |
| <b>Sunil Mithas</b>         | UNIVERSITY OF MARYLAND                 |
| <b>Mike Peng</b>            | UNIVERSITY OF TEXAS-DALLAS             |
| <b>Katherine Phillips</b>   | COLUMBIA UNIVERSITY                    |
| <b>Linda Putnam</b>         | UNIVERSITY OF CALIFORNIA—SANTA BARBERA |
| <b>Tony Simons</b>          | CORNELL UNIVERSITY                     |
| <b>Mary Waller</b>          | YORK UNIVERSITY                        |
| <b>Joanne Yates</b>         | MASSACHUSETTS INSTITUTE OF TECHNOLOGY  |
| <b>Yan (Anthea) Zhang</b>   | RICE UNIVERSITY                        |

Our Theme for 2014, “The Power of Words,” encourages us to consider the effect of words – our own and others’ words -- on individuals, teams, organizations, nations, and even global systems. What and how words are communicated determine the results they effect. Leaders and those aspiring to become (or remain) leaders have therefore long understood the need to manage communication style as well as substance. Over time as new digital (Internet-based) technologies have become available, what and how people say things has grown more important and thus more challenging. This is because new digital technologies enable words (sometimes without the original communicator’s awareness) to be ported, in an instant, to and from potentially broad audiences in unknown locations. Understanding the effect of words and their portability is therefore a critical task facing managers as well as management scholars. The All-Academy Theme-related PDWs and symposia-- at all levels of analysis—promise to heighten understanding about the many forms of words in organizations, the ways in which they facilitate or hinder the outcomes that various organizational stakeholders seek, and thus also, the actions that may help organizational stakeholders leverage the power in words to bring about positive changes!

| ROOM 103 A                                                                            | 11:15am - 12:45pm                                                                                 | 1:00pm - 2:30pm                                                                                         | 2:45pm - 4:15pm                                                                                 | 4:30pm - 6:00pm                                                                                         |
|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <b><u>TRACK:</u></b><br>The Power of Words on Government-Organizational Relationships | 587: Empty Words? – The Contested Nature of the UN Global Compact                                 | 628: Towards Government 2.0: Open Data and Innovation through Cross-Sector Collaboration                | 666: More than Words? The Effects of Policy Reforms on Entrepreneurial Firms                    |                                                                                                         |
| ROOM 103 B                                                                            | 11:15am - 12:45pm                                                                                 | 1:00pm - 2:30pm                                                                                         | 2:45pm - 4:15pm                                                                                 | 4:30pm - 6:00pm                                                                                         |
| <b><u>TRACK:</u></b><br>The Power of Leaders’ Words to Motivate Performance           |                                                                                                   | 606: More than Words: Interpersonal Skills and Effective Leadership                                     | 658: Behavioral Integrity –Perceived Word-Action Alignment -- as a Driver of the Power of Words | 722: Positive and Negative Effects of the Power of Words: Using Sport as a Lens                         |
| ROOM 103 C                                                                            | 11:15am - 12:45pm                                                                                 | 1:00pm - 2:30pm                                                                                         | 2:45pm - 4:15pm                                                                                 | 4:30pm - 6:00pm                                                                                         |
| <b><u>TRACK:</u></b><br>The Power of Leaders’ Words to Motivate Performance           | 559: The Power of Words: The Role of Re-naming, Re-labeling, and Self-labeling Stigmatized Groups | 618: Advancing Research on Discrimination: The Contextual Meanings and Effects of the Word “Disability” | 672: Research and Interventions for Empowering Members of Historically Disadvantaged Groups     | 732: Construals of “Diversity”: Examining Frameworks for Justifying, Defining, and Perceiving Diversity |



# 74<sup>th</sup> Annual Meeting of the Academy of Management

## All-Academy Theme Program

|                                                                                    |                                                                                                                            |                                                                                                |                                                                                                           |                                                                                                        |
|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| ROOM 114<br>Auditorium                                                             | 11:15am - 1:15pm                                                                                                           | 1:30pm - 3:30pm                                                                                |                                                                                                           |                                                                                                        |
| Professional Development Workshops                                                 | 560: Out of the Ivory Tower and into the World: A Thought Leader Panel on Boundaryless Conversations                       | 633: The Book is Dead, Long Live the Book: The Future of Management Book Publishing            |                                                                                                           |                                                                                                        |
| ROOM 118 A                                                                         | 11:15am - 12:45pm                                                                                                          | 1:00pm - 2:30pm                                                                                | 2:45pm - 4:15pm                                                                                           | 4:30pm - 6:00pm                                                                                        |
| <b><u>TRACK:</u></b><br>The Power of Words that are “Hot” and in Social Media      | 561: Hot Words and the Politics of Language                                                                                | 607: The Power of Words in Capital Markets                                                     | 659: The Power of Words and the Words of the Powerful                                                     | 748: Corporations, Citizenship and Digital Technologies: New Media, Metaphors and Organizational Forms |
| ROOM 119 A                                                                         | 11:15am - 12:45pm                                                                                                          | 1:00pm - 2:30pm                                                                                | 2:45pm - 4:15pm                                                                                           | 4:30pm - 6:00pm                                                                                        |
| <b><u>TRACK:</u></b><br>The Power of Words to Create Organizational Change         | 562: The Potential Power of Words to Achieve Congruence Between University Athletics & University Mission                  | 608: What Gives Power to Words? A Multi-disciplinary Conversation on Social Change             | 660: How to Do Things with Words: Connecting Words to Actions in Organizations                            | 723: Leveraging the Power of Words in Governance Systems                                               |
| ROOM 119 B                                                                         | 11:15am - 12:45pm                                                                                                          | 1:00pm - 2:30pm                                                                                | 2:45pm - 4:15pm                                                                                           | 4:30pm - 6:00pm                                                                                        |
| <b><u>TRACK:</u></b><br>The Power of Words for Organizing                          | 581: What’s in a Word? The Power of Articulating Values to Develop Values-Driven, Virtuous Organization                    | 609: Expanding the Vocabulary of Organizing: Design in Social-Organizational Life              | 661: What are We Talking About? Words, Meanings, and Organizing                                           | 724: The Power of Writing in Knowledge Sharing and Collective Production of Meaning                    |
| ROOM 120 A                                                                         | 11:15am - 1:15pm                                                                                                           | 1:30pm - 3:30pm                                                                                |                                                                                                           |                                                                                                        |
| Professional Development Workshops                                                 | 563: Storytelling and the Wisdom of words in Management: An African Perspective                                            | 634: The Power of Words in 140 Characters or Less                                              |                                                                                                           |                                                                                                        |
| ROOM 120 B                                                                         | 11:15am - 2:15pm                                                                                                           | 2:30pm - 4:30pm                                                                                |                                                                                                           |                                                                                                        |
| Professional Development Workshops                                                 | 564: The Language of Inclusion (and Exclusion) at the Academy of Management: An Interactive Workshop on the Power of Words | 651: Empowering Words: Achieving High Quality Writing in Management and Organizational Studies |                                                                                                           |                                                                                                        |
| ROOM 120 C                                                                         | 11:15am - 2:15pm                                                                                                           | 2:30pm - 5:00pm                                                                                |                                                                                                           |                                                                                                        |
| Professional Development Workshops                                                 | 565: Theory as Empowering Words: Enhancing Transformative Learning in Management Education                                 | 652: In Search of Sustainability Metaphors: The Power of Words to Mobilize Collective Action   |                                                                                                           |                                                                                                        |
| ROOM 121 A                                                                         | 11:15am - 12:45pm                                                                                                          | 1:00pm - 2:30pm                                                                                | 2:45pm - 4:15pm                                                                                           | 4:30pm - 6:00pm                                                                                        |
| <b><u>TRACK:</u></b><br>The Power of Words to Increase Learning and other Outcomes | 579: The Power of Speaking Up in Organizations: An Exploration of Outcomes of Voice                                        | 624: Narrative Approaches to Learning and Development in Organizations                         | 665: The Reflective Power of Words—Capturing Upper Echelons’ Cognition Through Their Verbal Communication | 741: The Melting of All That’s Solid: Dialogue, Process Theory and Practice                            |



# 74<sup>th</sup> Annual Meeting of the Academy of Management

## All-Academy Theme Program

| ROOM 121 B                                                                                          | 11:15am - 12:45pm                                                                                    | 1:00pm - 2:30pm                                                                                       | 2:45pm - 4:15pm                                                                               | 4:30pm - 6:00pm                                                                                         |
|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <b><u>TRACK:</u></b><br>The Power of Words in the Work of Scholars, Educators, and Leaders          | 570: Teaching Careers: From Publishing to People                                                     | 630: The Power of Words we RARELY Use: Dignity, Rights and Responsibility                             | 668: Critical Perspectives on Authentic Leadership                                            | 728: Business Model Innovation, And Its Consequences: The New Uses And Effects of Words                 |
| ROOM 121 C                                                                                          | 11:15am - 12:45pm                                                                                    | 1:00pm - 2:30pm                                                                                       | 2:45pm - 4:15pm                                                                               | 4:30pm - 6:00pm                                                                                         |
| <b><u>TRACK:</u></b><br>The Power of Words to Influence Cross-cultural Understanding                | 566: Opportunities and Challenges for Integrating Universal Ideas and Indigenous Ones                | 610: How Words Matter for Understanding Individuals Crossing Borders and Engaging in Entrepreneurship | 675: Complexity and Nuance in Communication in Global Organizations                           | 737: National Culture and Leadership: Implications from the GLOBE CEO Leadership Study                  |
| ROOM 122 A                                                                                          | 11:15am - 12:45pm                                                                                    | 1:00pm - 2:30pm                                                                                       | 2:45pm - 4:15pm                                                                               | 4:30pm - 6:00pm                                                                                         |
| <b><u>TRACK:</u></b><br>The Power of Words to Increase the Quality of Scholarly Work and Its Impact | 567: The Power of Words in Big Data: Ngrams, Mega-Text Corpora, and Computer-Automated Text Analysis | 611: Words That Make A Difference                                                                     | 662: Impact and Usefulness: The Influence of Management Research on Public Policy and Society | 725: The Power of Pilfered Words: Actions are Stronger than Words in Creating Ethical Research Climates |