Targeting high-ranking journals: personal experiences and discussion incentives

Helene Tenzer
Planning papers: dreams of 2011

1. The impact of language barriers on shared mental model formation
2. Emotional reactions to language, leader emotional capability and team efficiency
3. The impact of language barriers on trust in MNTs
4. Bridging language barriers through redundant media use
5. Power implications of language barriers in MNTs
6. Multidimensional identities in MNTs
7. Adapting Maznevski’s “mapping – bridging – integrating” model to language issues (practitioner paper)
8. Efficiently building the tower of Babel: Success factors for multilingual teams (practitioner paper)
9. Paper on different communication styles and speech pragmatics (Asian vs. Western)
10. Paper on different language policies in MNTs: lingua franca vs. functional multilingualism
Planning papers: the reality of 2015

1. The impact of language barriers on shared mental model format

2. Emotional reactions to language, leader emotional capability and team efficiency

3. The impact of language barriers on trust in MNTs

4. Bridging language barriers through redundant use

5. Power implications of language barriers in MNTs

6. Multidimensional identities in MNTs

7. Adapting Maznevski’s “mapping – bridging – integrating” model to language issues (practitioner paper)

8. Efficiently building the tower of Babel: Success factors for multilingual teams (practitioner paper)

9. Paper on different communication styles and special pragmatics (Asian vs. Western)

10. Paper on different language policies in MNTs: lingua franca vs. functional multilingualism
## Publishing several papers out of one dataset

<table>
<thead>
<tr>
<th>Present submission at <em>The Leadership Quarterly</em></th>
<th>Tenzer, Pudelko &amp; Harzing, 2014 (published in the <em>Journal of International Business Studies</em>)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research question(s)</td>
<td>How do MNT members’ reactions to language barriers influence the formation of different forms of trust?</td>
</tr>
<tr>
<td>• Which negative emotional reactions do language barriers trigger among MNT members? &lt;br&gt; • How can MNT leaders mitigate negative language-induced emotions among their subordinates?</td>
<td></td>
</tr>
<tr>
<td>Theories used</td>
<td>Diversity theories: diversity as variety and disparity, surface- and deep-level diversity &lt;br&gt; Psychological theories: ability-, integrity- and benevolence-based trustworthiness, willingness to trust, cognition- and emotion-based trust &lt;br&gt; Management theories: team identity</td>
</tr>
<tr>
<td>• Management theories: MNT leadership, global leadership skills</td>
<td></td>
</tr>
<tr>
<td>• Diversity theories: linguistic diversity in MNCs</td>
<td></td>
</tr>
<tr>
<td>• Psychological theories: emotional labor, emotional intelligence, antecedent- and response-focused emotion regulation through leaders</td>
<td></td>
</tr>
<tr>
<td>Constructs emerging from the data</td>
<td>Language-based attributions of low competence and low dependability, code-switching, language-based anxiety</td>
</tr>
<tr>
<td>• Self-directed anxiety, other-directed resentment, integrative leadership, language discipline, allocation of speaking time, redundant communication, humor, common goals as a unifying element, appreciation for subordinates, meta-communication</td>
<td></td>
</tr>
</tbody>
</table>
Publishing several papers out of one dataset

**Theoretical contributions**

- **Contributions to multinational leadership research:** outlining the challenges MNT leaders face in their role as multilingual bridge-makers, establishing multilingual competencies and emotional intelligence as key traits of global leaders.
- **Contributions to language research in international management:** highlighting the complexity of language effects in MNCs, confirming that the instrumental view of language as an easily managed, neutral code has become obsolete.
- **Contributions to research on emotions in organizations:** contextualizing established emotion management models, highlighting that emotions need to be actively addressed rather than suppressed.
- **Contributions to diversity research:** illustrating how surface-level language diversity may create perceptions of deep-level diversity.
- **Contributions to trust research:** suggesting that multilingual settings necessitate a reexamination, modification of the seminal trust theories by Mayer, Davis and Schoorman (1995) and McAllister (1995).
- **Contributions to MNT research:** revealing the specific influences of language barriers on team trust.

**Managerial implications**

- Leaders need to engage in perspective-taking to recognize how less their subordinates are emotionally affected by language barriers.
- Leaders need to actively manage their subordinates' emotions using the strategies and tactical measures outlined in our paper.
- MNCs should select emotionally intelligent candidates for leadership tasks and/or provide training to enhance leaders’ emotional intelligence.
- Team leaders should remind native speakers to speak “international English”.
- Meta-communication should be conducted and the task-related achievements of each team member need to be highlighted.
- Team members should actively volunteer for roles and meeting the related commitments.
Selecting target journals

• Look for journals publishing papers on your topic.

• Look at the aims and scope: does the journal focus on theory building? Or is it more practitioner-oriented? Does it show a methodological preference?

• Carefully review the debate in this journal, select possible reviewers among the authors of related articles and cite them in the first paragraph of your introduction.

• Search the editorial board for possible acting editors (some journals let you explicitly pick one) and carefully look at this person’s work.
Dealing with rejections

• Scream, ruffle your hair, bite into the keyboard.

• Let the reviews sit for a while.

• Then look at possible takeaways: Were the villainous reviewers actually right with some of their points?

• Try to address these issues as well as possible, ignore others.

• Select a new target journal – be patient and do not immediately “step down”.
Responding to editors and reviewers

• Provide extensive answers, justify your choices with reference to additional literature, reproduce key changes in boxes or reference exact page numbers.

• Be humble and friendly even when responding to highly annoying comments:

  “Thank you for raising this question …”

  “Thank you for this suggestion. We do understand your concern …”

  “We would like to thank you for this important suggestion, as it motivated us to closely examine our dataset again …“
Evolution of a theoretical model: October 2011

1. Context-dependent relationship
   low lingua franca proficiency

2. Strong relationship
   perceived technical competence
   perceived communicative competence

3. Context-dependent relationship

4. Strong relationship
   different sociolinguistic conventions (as parts of different cultural backgrounds)

5. Strong relationship

ability-based trust

benevolence-based trust

integrity-based trust
Evolution of a theoretical model: May 2012

- Attributions of low competence
- Attributions of unreliability
- Code-switching
- Anxiety and fear of face loss
- Social categorization

- Lower cognition-based trust
- Lower knowledge-based trust
  - Lower ability-based trust
  - Lower integrity-based trust
  - Lower benevolence-based trust

- Lower affect-based trust
- Lower identification-based trust
Evolution of a theoretical model: October 2012

- **Language barriers**
  - 1a: Attributions of low competence
  - 2a: Attributions of low dependability
  - 3a: Code-switching
  - 4a: Anxiety
  - 5a: Subgroup formation

- **Lower ability-based trustworthiness**
- **Lower integrity-based trustworthiness**
- **Lower benevolence-based trustworthiness**
- **Lower emotion-based intention to trust**
- **Lower identification-based trustworthiness**

TARGETING HIGH-RANKING JOURNALS

HR & OB Female scholars' meeting, London, 16 January 2015
Evolution of a theoretical model: March 2013

Language barriers

1a. Attributions of low competence

2a. Attributions of low dependability

3a. Code-switching

4a. Anxiety

1b. Lower ability-based trustworthiness

2b. Lower integrity-based trustworthiness

3b. Lower benevolence-based trustworthiness

4b. Lower emotion-based intention to trust

Lower cognition-based trust

Lower emotion-based trust
Working with experienced co-authors

• Look for synergies: Good ideas
  + sound data
  + rigorous methods
  + publishing expertise
  = higher chances for publication

• Look for co-authors with a compatible working style.

• Use opportunities for academic networking!
Comments? Experiences? Ideas? Strategies?