

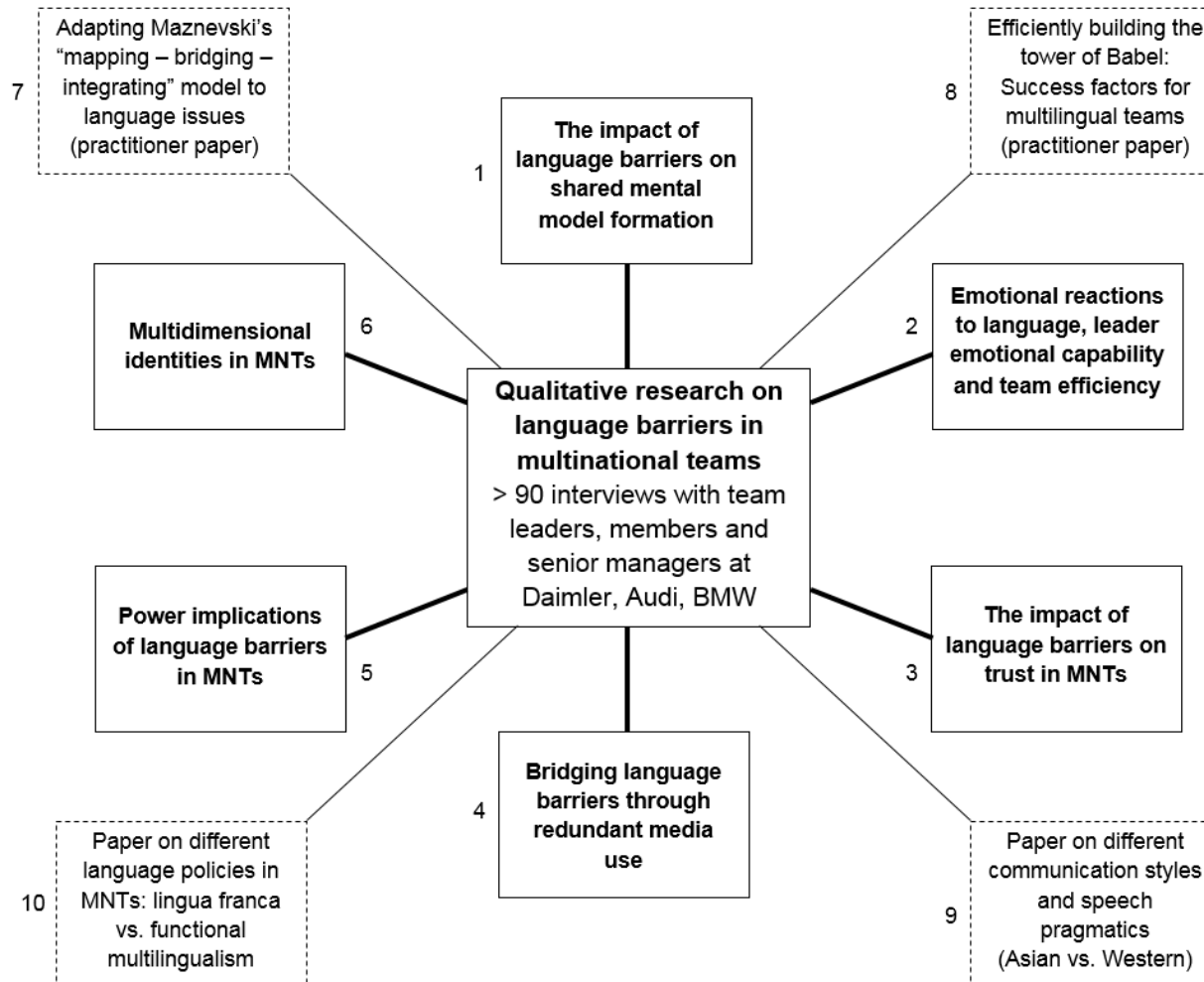


Targeting high-ranking journals: personal experiences and discussion incentives

Helene Tenzer

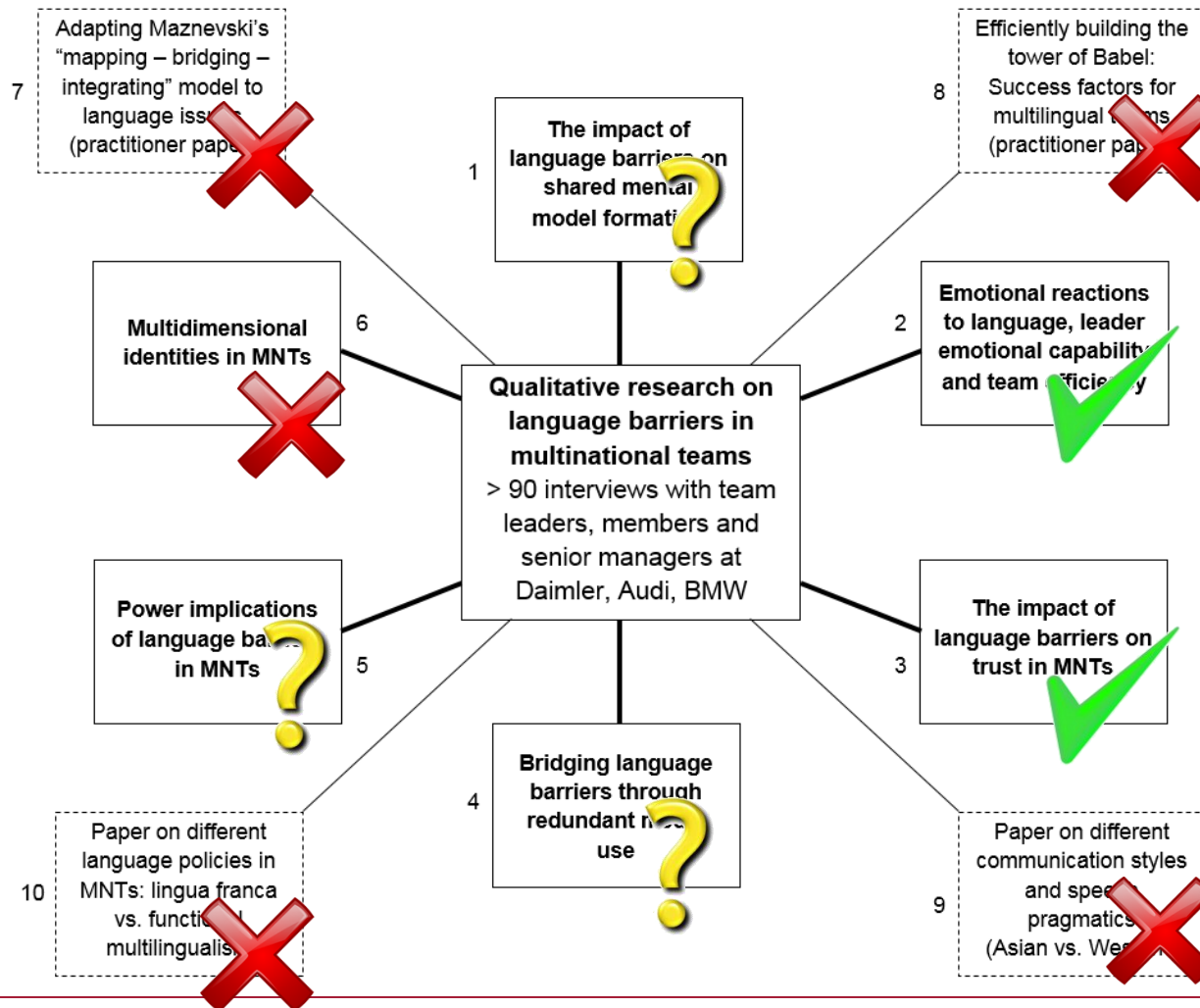


Planning papers: dreams of 2011





Planning papers: the reality of 2015





Publishing several papers out of one dataset

	Present submission at <i>The Leadership Quarterly</i>	Tenzer, Pudelko & Harzing, 2014 (published in the <i>Journal of International Business Studies</i>)
Research question(s)	Which negative emotional reactions do language barriers trigger among MNT members? How can MNT leaders mitigate negative language-induced emotions among their subordinates?	How do MNT members' reactions to language barriers influence the formation of different forms of trust?
Theories used	<i>Management theories:</i> MNT leadership, global leadership skills <i>Diversity theories:</i> linguistic diversity in MNCs <i>Psychological theories:</i> emotional labor, emotional intelligence, antecedent- and response-focused emotion regulation through leaders	<i>Diversity theories:</i> diversity as variety and disparity, surface- and deep-level diversity <i>Psychological theories:</i> ability-, integrity- and benevolence-based trustworthiness, willingness to trust, cognition- and emotion-based trust <i>Management theories:</i> team identity
Constructs emerging from the data	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	Language-based attributions of low competence and low dependability, code-switching, language-based anxiety



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 ...”

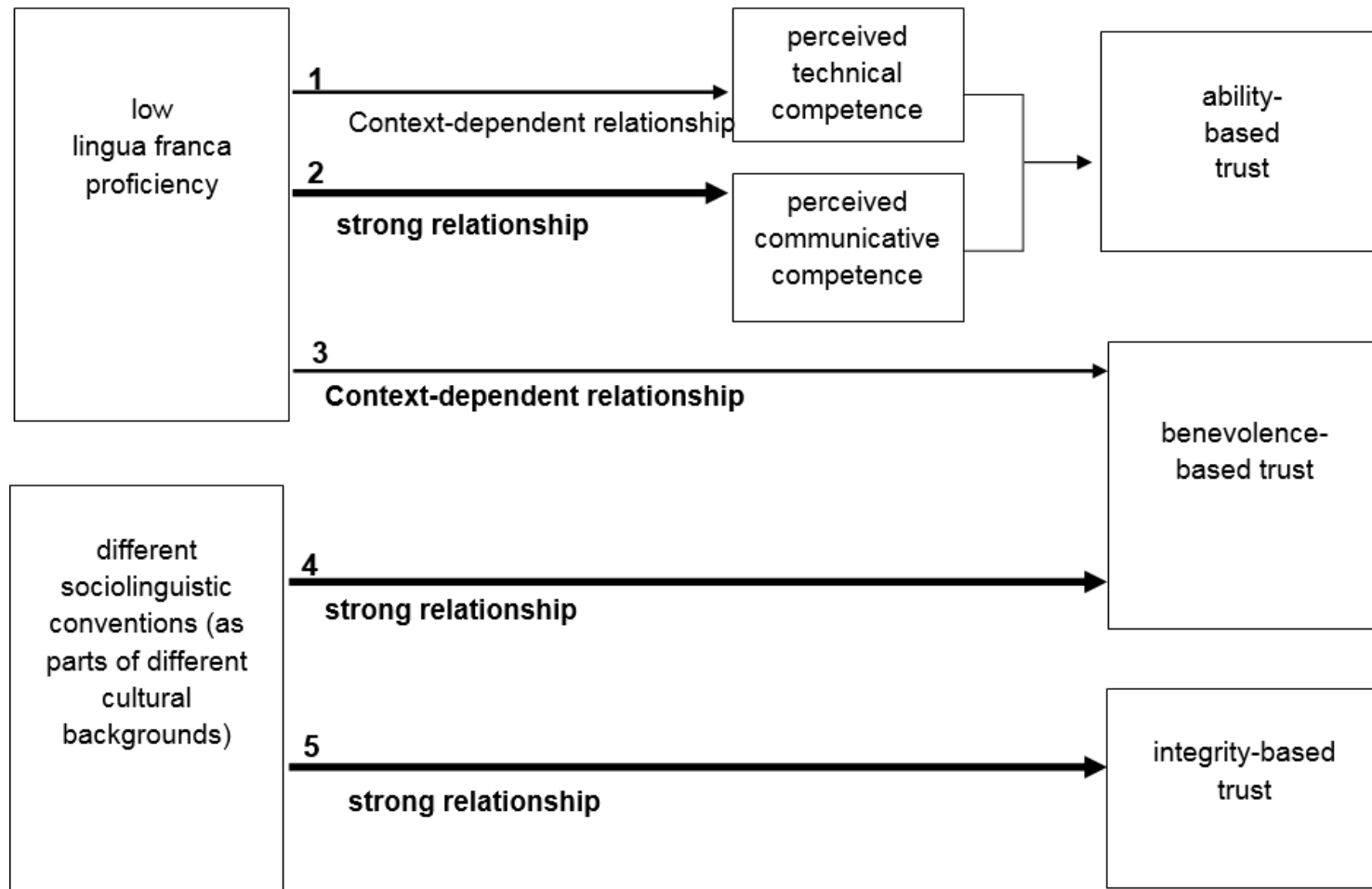
“Thank you for this suggestion. We do understand your concern ...”

“We would like to thank you for this important suggestion, as it motivated us to closely examine our dataset again ...”



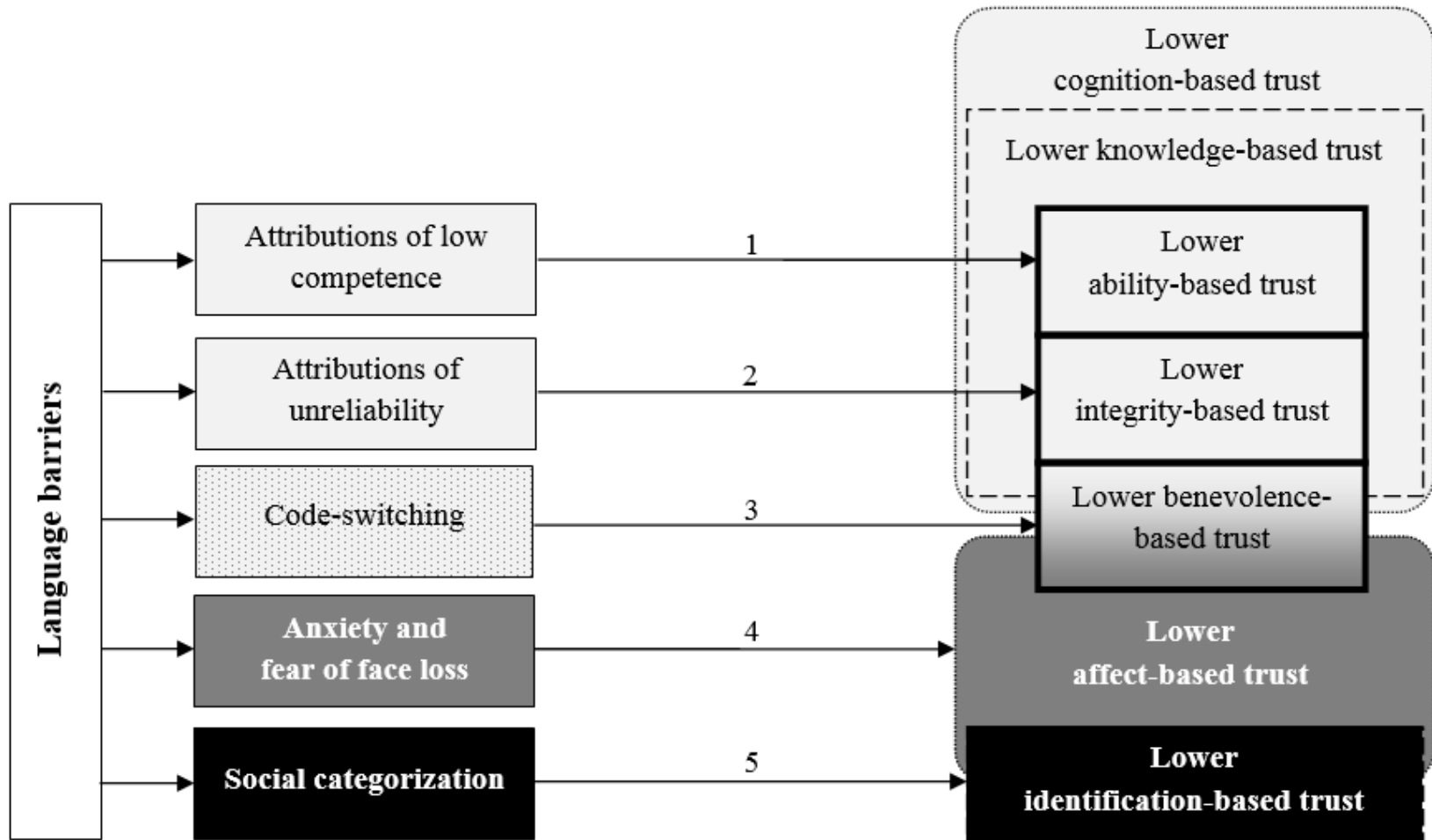


Evolution of a theoretical model: October 2011



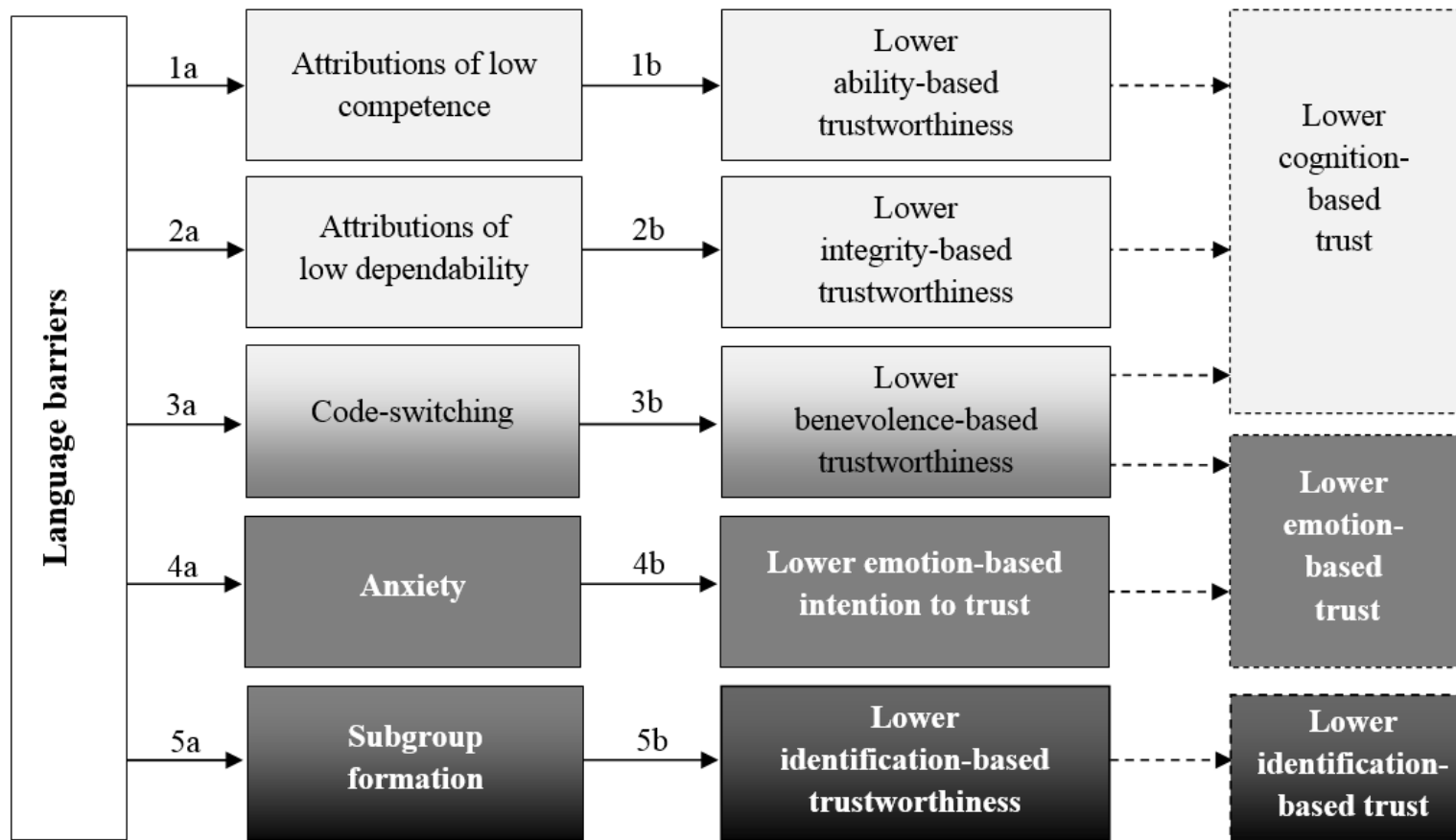


Evolution of a theoretical model: May 2012



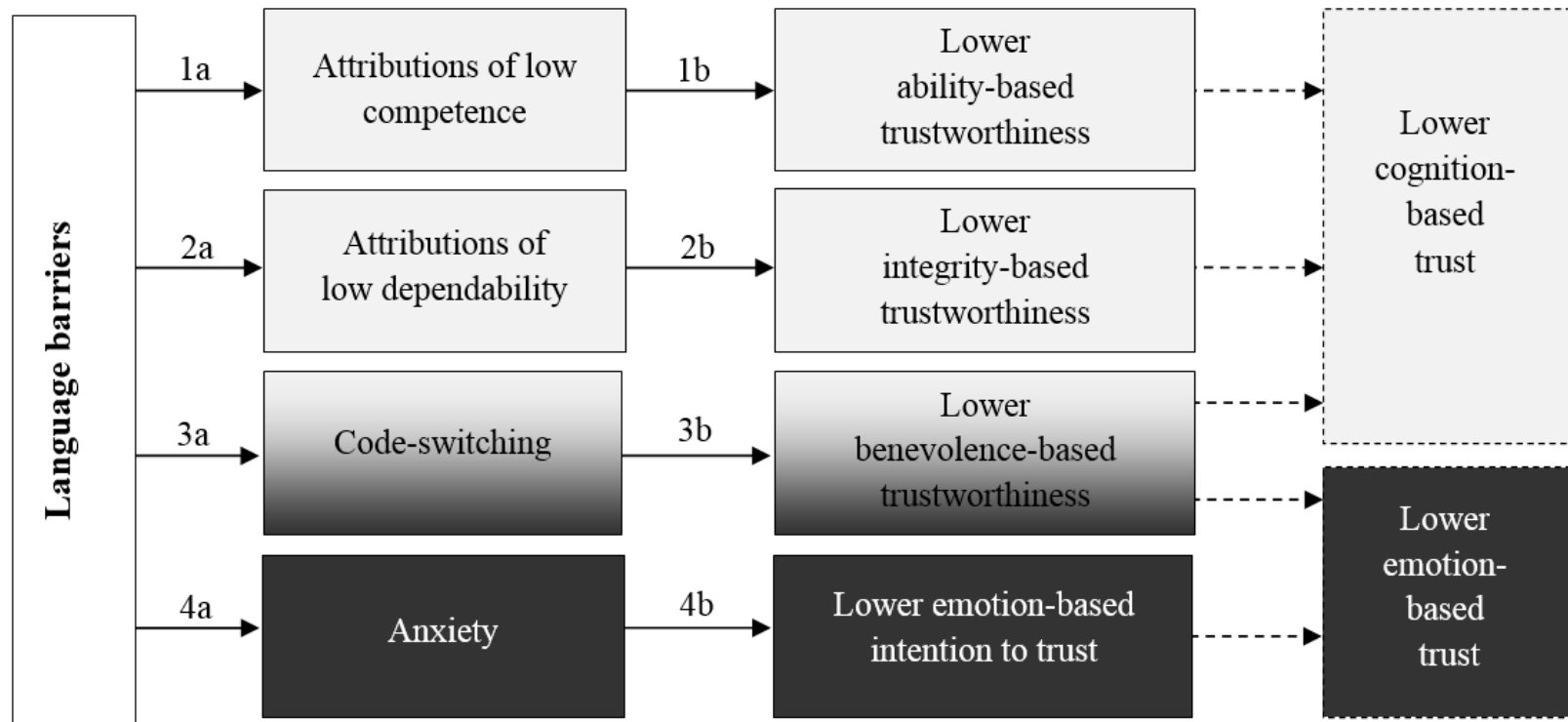


Evolution of a theoretical model: October 2012





Evolution of a theoretical model: March 2013





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?

