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*Organization Studies* 2008 29: 1085

DOI: 10.1177/0170840608095945

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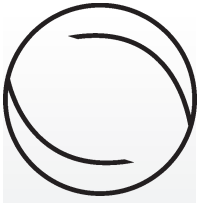
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## Editorial

# Thank You and Goodbye! Reflections of a Departing Editor-in-Chief

Haridimos Tsoukas

Haridimos Tsoukas  
Editor-in-Chief

How quickly time flies! It seems like only yesterday when I took up the editorship of *Organization Studies* (OSS) and the editorial office moved to Athens in late August 2003. Writing up what has taken place in the past five years seems separated by only a few minutes from writing the Editorial five years ago, in which we described our plans and articulated the vision for the journal! The triumph of *kairos* over *chronos*.

Soon after the leading editorial team (the Editor-in-Chief and the initially two Co-editors) started, we wrote in our first Editorial that we had three objectives upon taking over: first, to make OSS a global journal; second, to articulate and inspire a new commanding intellectual vision which, while grounded in the social sciences at large (the differentiating feature of OSS, historically), would seek to advance an 'ecological' style of thinking by actively seeking theoretical cross-fertilization, overcoming long-held dualisms, making links between different levels of analysis, and looking for insights from different disciplines; and third, to adhere to the highest quality standards, both intellectually and operationally (Tsoukas, Garud and Hardy, 2003). Our overarching vision was to make *Organization Studies* the hub of a learning community of authors, reviewers, editors and readers, whose defining characteristics were a passion for ideas, open-minded intellectual curiosity, collegiate critique and uncompromising adherence to the highest scholarly standards. Our aim was to enhance OSS's academic reputation so that it entered the league of the top 10 international management journals. That was what we set out to do five years ago. What have we achieved?

### A Global, Leading Journal

Since 2003 *Organization Studies* has become, for the first time in its 29 years of life, a global journal. You may recall that until up to 2003, the journal was operating with a simple structure. Basically, the Editor-in-Chief was making most editorial decisions, assisted by a part-time editorial officer. When there were Co-editors (no more than a handful), they were not systematically involved in the editorial process; they were mostly Europeans; and there were no formal editorial procedures in place. This set-up was understandable, since submission rates were substantially smaller than they are today, many submissions were made through hard copies and letters were sent through the post,

Organization  
Studies  
29(08&09):  
1085–1107  
ISSN 0170–8406  
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SAGE Publications  
(Los Angeles,  
London, New Delhi  
and Singapore)

while the limited number of editors involved meant that coordination was achieved informally.

The changes we introduced in 2003 represented a quantum leap in the organization of OSS: a formal, fully-fledged, globally distributed editorial structure was installed and formal editorial procedures and commitments were introduced. From now on papers would be vetted upon submission; there would be clear procedures and guidelines for nominating reviewers, setting deadlines for reviewing time, for editorial decision making, and for drafting editorial letters; all editorial letters would need to be approved by the Editor-in-Chief; and the latter was barred from publishing in his/her own journal. A full-time editorial officer (later named Managing Editor) was hired. We moved from a simple structure to a sort of professional bureaucracy. With an increasing number of submissions, with electronic communication creating a fast-moving global academic community, and with the belief that editorial decisions would be more insightful and helpful if they were written by editors familiar, to a greater or lesser extent, with the topics of the papers under review, the entire editorial structure became widely distributed.

In the new structure three Co-editors, spanning three continents, and the Editor-in-Chief made up the leading editorial team, which would vet papers upon submission and decide whether or not they fitted in with the OSS scope and objectives and would be submitted to reviewing (what is called desk-rejections), and make important policy decisions for the journal (e.g. regarding Special Issues and other initiatives). After the leading editorial team, 20 Senior Editors (SEs) were appointed, covering several different specialist domains, approaches and sub-fields within the discipline, each one empowered to make independent editorial decisions. We were careful to appoint as SEs colleagues with strong academic recognition within their own areas of specialization, with the appropriate level of seniority and publishing experience, located in different countries and continents, and with the right gender balance. If you take a look at the who-is-who of our Senior Editors in the inner cover of this or any past issue, you will see what I am talking about. Almost overnight an entirely new structure had been created, moving from a relatively centralized system of editorial decision making to a strongly distributed one.

We intended the new global, distributed editorial structure to signal to the world-wide academic community that we care for diversity; we recognize the embeddedness of academic research in different contexts; and we welcome Otherness. We espoused an intellectual globalism (as opposed to parochialism) which, while asking authors to make their voices recognizable in the hitherto available scholarly conversations of the topic at hand, leaves space for difference. This is not so much a matter of structure as of mentality, fostered by perceptive reviewing and sensitive editing. A global journal is aware of the differences of scholarly styles without being dismissive of them. At the same time, a global journal is aware of its location within a particular intellectual tradition; it recognizes the latter's contingency and, therefore, is self-consciously open to influences (Rorty, 1989: Ch.1). Intellectual identity and tradition guide, but they are susceptible to change. A journal that aspires to be global stretches itself intellectually to extend its horizons. And authors who aspire to contribute

to a global journal shape their contributions so as to make them recognizable in the discourse the journal espouses, while seeking to retain their otherness (Tsoukas, 2008). It is a delicate exercise. A global journal is not oblivious to geography, but remains sensitive to Otherness – it seeks a ‘polyocular vision’ (Maruyama, 2004:468–9).

Despite its novelty for OSS, the new editorial structure worked exceptionally smoothly. Senior Editors’ letters to authors set the tone for the kind of quality to which we aspired. I edited every single editorial letter that went out to authors (several hundreds of them over the past five years) and am particularly proud of most of them. The quality of comments was admirable and comparable to, if not better than, that of the very best journals in the field. Typically, editorial letters were not mere summaries of what reviewers had said, but short essays in which the Senior Editor was engaging with the paper’s argument, seeking to point out weaknesses and suggest ways for strengthening the paper. Authors often appreciated the comments and advice they received. It was not uncommon for authors whose papers had been rejected to email us back thanking the Senior Editor and reviewers for their comments.

If the Senior Editorial team has helped globalize the journal so, too, has OSS’s diverse and multi-national pool of reviewers. The oxygen of a journal is quality reviewing. Without the expertise and collegiate critique reviewers bring to the editorial process, no journal could function at all. However, the heterogeneity of reviewers is not without its challenges. Much as the diversity of Europe is a cause for celebration, it is, at times, a cause of frustration, owing to the different modes of reviewing and assessment standards as well as, not infrequently, the quality of writing of scholars located in different European academic systems (Whitley, 2000). The more genuinely global a journal aspires to be, the more it needs to act as a carrier of some homogeneity in terms of reviewing standards and expectations. The reviewers’ workshops that have recently started at the EGOS Colloquia will be a great help in that respect. Overall, my feeling is that an important factor in helping generate good and timely reviews is the reputation of a journal. Scholars who are asked by top-tier journals to review papers are more likely to respond positively, since they regard it an honour to be asked in the first place and can put it on their CVs. The more OSS enhances its reputation and climbs up in journal rankings, the more likely it is that the quality and timeliness of reviewing will increase too. Not that this is the only factor that counts, but it helps a great deal.

## Intellectual Signature

Back in 2003, Co-editors Raghu Garud and Cynthia Hardy (David Courpasson was to join us a year later) and I described our intellectual vision for *Organization Studies* as consisting of three components, the first two of which had long been important elements of the OSS tradition: papers should be grounded in the social sciences at large; the journal should maintain theoretical and methodological pluralism; and we would seek to encourage forms of organizational research that are animated by the ‘ecological’ style of analysis

(Toulmin, 1990:193–4) – the kind of intellectual inquiry that is animated by an awareness of the deep interconnections of the phenomena we study, it seeks to embrace complexity rather than reduce it, it aims at overcoming long-held dualisms, and it is sensitive to process, context and time. We stated in our Editorial:

The interconnectedness of the world that is a central plank of the ecological vision is mirrored intellectually in the effort to find ways of borrowing insights from different disciplines in order to better illuminate organizational phenomena. An appreciation of the profoundly social, historically shaped, context-sensitive and process-dependent nature of organizing enables researchers to draw on fields as diverse as institutional, evolutionary and Austrian economics; history, sociology, philosophy, psychology, cognitive science, political science and anthropology. If we view organizations not as abstract systems but as socially situated dynamic systems of authoritative coordination, we are much more at liberty to try to join together individual cognition with social interaction, cultural norms with institutional practices, discourse with action, economic behaviour with institutional constraints and individual action, continuity with change. (Tsoukas, Garud and Hardy, 2003:1007–8)

We never took the view that a journal is a *tabula rasa* waiting for papers to fill in its blank pages, and said so in our Editorial (Tsoukas, Garud and Hardy, 2003:1008). We strove to be both inclusive and directive at the same time; to publish the best papers from among those we received (and thus enact our belief in pluralism) *and* shape the field through particular editorial initiatives. The main vehicles for doing this have been the creation of two new sections (Peripheral Vision and *Vita Contemplativa*), a new initiative (the *Organization Studies* Summer Workshop), and a strategic commissioning of Special Issues, Themed Sections, discussion Fora, Symposia, and invited *Essais* and papers.

The idea behind ‘Peripheral Vision’ was to invite leading social scientists, economists, philosophers and humanities scholars to write papers drawn on their work, which would have implications for the way we view organizational phenomena and/or conduct research. The very name of the section indicated our intention to include types of work that have not been reflected in the mainstream of organizational research. With that kind of papers we wanted to draw the attention of our colleagues to types of work that ordinarily lie outside our field of vision, but with which we may fruitfully engage. Just as we urged organizational researchers to get out of their comfort zones and seek insights from different disciplines, connect different levels of analysis, and overcome unhelpful dualisms and disciplinary insularity, so we sought to enact our belief in the ecological style of analysis by seeking conceptual connectivity and engagement with disciplinary Otherness. In Table 1 you will see the 28 papers that have been published in Peripheral Vision.

With the *Vita Contemplativa* section we aimed at fostering reflexivity in the field by inviting leading organizational researchers who had either ended, or were at an advanced stage of, their formal academic careers, to summarize their work, describe the intellectual and institutional environment within which they have worked, and reflect on how their ideas developed over time. Such papers will offer useful material to future historians and sociologists of social science, who will seek to describe and explain the development of the field. In Table 2

Table 1. No. of papers published in the Peripheral Vision section

	Authors	Title	Publication
01	Magoroh Maruyama	Polyocular Vision or Subunderstanding?	Mar 2004; vol. 25: pp. 467–480.
02	Robert C. Solomon	Aristotle, Ethics and Business Organizations	Jul 2004; vol. 25: pp. 1021–1043.
03	Rom Harré	Discursive Psychology and the Boundaries of Sense	Oct 2004; vol. 25: pp. 1435–1453.
04	Theodore R. Schatzki	The Sites of Organizations	Mar 2005; vol. 26: pp. 465–484.
05	Hubert L. Dreyfus and Stuart E. Dreyfus	Expertise in Real World Contexts	May 2005; vol. 26: pp. 779–792.
06	Norman Fairclough	Discourse Analysis in Organization Studies: The Case for Critical Realism	Jun 2005; vol. 26: pp. 915–939.
07	Michel Callon and Fabian Muniesa	Economic Markets as Calculative Collective Devices	Aug 2005; vol. 26: pp. 1229–1250.
08	Robert Cooper	Relationality	Nov 2005; vol. 26: pp. 1689–1710.
09	Nancy J. Nersessian	The Cognitive-Cultural Systems of the Research Laboratory	Jan 2006; vol. 27: pp. 125–145.
10	John Shotter	Understanding Process From Within: An Argument for ‘Witness’-Thinking	Apr 2006; vol. 27: pp. 585–604.
11	Daniel Beunza, Iain Hardie, and Donald MacKenzie	A Price is a Social Thing: Towards a Material Sociology of Arbitrage	May 2006; vol. 27: pp. 721–745
12	Richard N. Langlois	The Secret Life of Mundane Transaction Costs	Sep 2006; vol. 27: pp. 1389–1410.
13	Colin Crouch	Modelling the Firm in its Market and Organizational Environment: Methodologies for Studying Corporate Social Responsibility	Oct 2006; vol. 27: pp. 1533–1551.
14	Theodore R. Schatzki	On Organizations as they Happen	Dec 2006; vol. 27: pp. 1863–1873.
15	Geoffrey M. Hodgson	Institutions and Individuals: Interaction and Evolution	Jan 2007; vol. 28: pp. 95–116.
16	Harry Collins	Bicycling on the Moon: Collective Tacit Knowledge and Somatic-limit Tacit Knowledge	Feb 2007; vol. 28: pp. 257–262.
17	Gilles Arnaud	Poweract and Organizational Work: Gérard Mendel’s Socio-psychoanalysis	Mar 2007; vol. 28: pp. 409–428.
18	John B. Cobb	Person-In-Community: Whiteheadian Insights into Community and Institution	Apr 2007; vol. 28: pp. 567–588.
19	Nicolai J. Foss and Ibuki Ishikawa	Towards a Dynamic Resource-based View: Insights from Austrian Capital and Entrepreneurship Theory	May 2007; vol. 28: pp. 749–772.
20	R.A.W. Rhodes	Understanding Governance: Ten Years On	Aug 2007; vol. 28: pp. 1243–1264.
21	Rodrigo Ribeiro and Harry Collins	The Bread-Making Machine: Tacit Knowledge and Two Types of Action	Sep 2007; vol. 28: pp. 1417–1433.
22	Robert Cooper	Organs of Process: Rethinking Human Organization	Oct 2007; vol. 28: pp. 1547–1573.
23	Brian J. Loasby	The Ubiquity of Organization	Nov 2007; vol. 28: pp. 1729–1759.
24	Kirsten Foss, Nicolai J. Foss, and Peter G. Klein	Original and Derived Judgment: An Entrepreneurial Theory of Economic Organization	Dec 2007; vol. 28: pp. 1893–1912.
25	Thomas Luckmann	On Social Interaction and the Communicative Construction of Personal Identity, Knowledge and Reality	Feb 2008; vol. 29: pp. 277–290.
26	Ulrich Beck	Reframing Power in the Globalized World	May 2008; vol. 29: pp. 793–804.
27	Yannis Stavrakakis	Subjectivity and the Organized Other: Between Symbolic Authority and Fantasmatic Enjoyment	July 2008 ; vol 29 pp. 1037–1059.
28	Yanis Varoufakis	Game Theory: Can it Unify the Social Sciences?	August 2008 ; vol 29 pp. 1255–1278.

the topics and contributors are listed. If you detect a certain gender bias here, I can assure you it was not by design. Although several leading female scholars were asked to contribute, for various reasons they were unable to, but I would hope to see more female scholars contributing to this section in the future.

Table 2. No. of Papers published in the *Vita Contemplativa* section

	Authors	Title	Publication
01	Chris Argyris	A Life Full of Learning	Sep 2003; vol. 24: pp. 1178–1192.
02	Karl E. Weick	Mundane Poetics: Searching for Wisdom in Organization Studies	May 2004; vol. 25: pp. 653–668.
03	William H. Starbuck	Why I Stopped Trying to Understand the Real World	Sep 2004; vol. 25: pp. 1233–1254.
04	Iain L. Mangham	The Drama of Organizational Life	Jun 2005; vol. 26: pp. 941–958.
05	Lex Donaldson	Following the Scientific Method: How I Became a Committed Functionalist and Positivist	Jul 2005; vol. 26: pp. 1071–1088.
06	David Knights	Authority at Work: Reflections and Recollections	May 2006; vol. 27: pp. 699–720.
07	W. Richard Scott	Ad Astra per Aspera: A Journey from the Periphery	Jun 2006; vol. 27: pp. 877–897.
08	Richard Whitley	Understanding Differences: Searching for the Social Processes that Construct and Reproduce Variety in Science and Economic Organization	Aug 2006; vol. 27: pp. 1153–1177.
09	Jean M. Bartunek	The Christmas Gift: A Story of Dialectics	Dec 2006; vol. 27: pp. 1875–1894.

The *Organization Studies* Summer Workshop has been an immensely successful initiative. It was set up to advance cutting-edge research by bringing together every year, in the early summer, on a Mediterranean island, a small and competitively selected group of scholars to interact and share insights, in a stimulating and scenic environment. It was kept intentionally small (no more than about 55 papers would be accepted each time) to facilitate quality interaction, and aimed at exploring topics which charted new directions in organizational research. Moreover, we consciously decided that several keynote speakers would be from outside the field to foster theoretical cross-fertilization, and every effort was made to create an intellectual and social milieu which participants were not likely to forget. By asking leading organizational researchers to convene the Workshop, inviting distinguished keynote speakers to address it, ensuring that high-quality papers would be accepted, and turning each Workshop topic to an OSS Special Issue guest-edited by the conveners, we were hoping that the OSS Summer Workshop would further increase the international reputation of the journal and strengthen its brand name. And, indeed, this is what happened. Table 3 shows the Workshop topics, the conveners and keynote speakers.

In the four OSS Summer Workshops organized so far, 110 papers per year were submitted on average, of which 51 (47%) were accepted. Participants came from all over the world, with the majority being Europeans, and their comments after the Workshop were unfailingly enthusiastic. Several keynote addresses were later revised and published in *Organization Studies* (see Orlikowski, 2007; Schatzki, 2006; Shotter, 2006; Van de Ven and Poole, 2005; Whitley, 2008; Whittington, 2007). The Special Issues that follow each Summer Workshop are the most popular OSS Special Issues, attracting many more submissions than ordinary ones. The Workshop has helped turn a mundane bureaucracy of relatively lifeless journal publishing into a lively intellectual community, looking forward to the OSS Workshop every June.

Table 3. The *Organization Studies* Summer Workshops

	Topic	Coveners	Keynote Speakers	Dates & Location
01	Theorizing Process in Organizational Research	Robert Chia, and Ann Langley	Andrew H. Van de Ven and John Shotter	12–13 June 2005, Santorini, Greece
02	Re-turn to Practice: Understanding Organization As It Happens	Dalvir Samra-Fredericks, Reijo Miettinen, and Dvora Yanow	Wanda Orlikowski, Theodore R. Schatzki and Richard Whittington	15–16 June 2006 Mykonos, Greece
03	Organization Studies as Applied Science: The Generation and Use of Academic Knowledge about Organizations	Paula Jarzabkowski, Susan Mohrman, and Andreas Georg Scherer,	Sara L. Rynes, William Starbuck and Richard Whitley	7–9 June 2007, Crete, Greece
04	Embracing Complexity: Advancing Ecological Understanding in Organization Studies	Kevin J. Dooley, Lloyd Sandelands, and Haridimos Tsoukas	Michael D. Cohen, Peter Harries-Jones, Katherine Hayles, Geoffrey Hodgson, and Frederick Turner	5–7 June 2008, Pissouri, Cyprus

All journals publish Special Issues and OSS has not been an exception. Moving to 9 and then 12 issues per year, we decided that there was space for 3 Special Issues per year. Some organizational scholars have argued that the proliferation of SIs we have seen in management and organizational research journals, over the last 15 years, may be interpreted as editors' moves of backward vertical integration, namely, as moves through which editors try to reduce the uncertainty they experience about the future supply of manuscripts (McKinley, 2007). While this explanation rings true, there is still another aspect to the proliferation of SIs that is not captured by it, and that is editors' role perceptions: do editors see their role more in terms of a production manager or more in terms of an entrepreneur? Of course, both roles are important but their mix differs, depending on editors' role perceptions. A production manager is, indeed, primarily concerned with keeping the machines running (hence he/she tries to reduce the 'uncertainty about white space' [McKinley, 2007:241]), whereas an entrepreneur is more motivated by the desire to see new things happen – to help shape the field through particular intellectual initiatives (including Special Issues), which, insofar as they will be well received, will pay off in terms of intellectual impact and high citations. In that respect, Special Issues appear to be an important tool, as there is evidence to suggest that papers published in SIs are more likely to be noticed and cited than papers published in regular issues (Olk and Griffith, 2004).

I self-consciously adopted the entrepreneurial role, seeking to enact, as far as possible, a broader vision for the direction the field should take. I am familiar enough with the history of ideas in the social sciences to know that intellectual change is a slow moving process – cognitive inertia is not easy to overcome; at the same time, we have seen enough change in the development of ideas and bodies of thought over time to know that intellectual change, no matter how small it is, *is* possible. I wanted to do new things that would strengthen the reputation of *Organization Studies*, increase its intellectual influence and impact,



and, therefore, contribute to the development of the field in a particular direction.

I was convinced that OSS would be more likely to stand out from the crowd and be noticed if it pursued a well-honed intellectual agenda, exploring cutting-edge issues and fostering open-minded inter-disciplinarity. Special Issues, Themed Sections, discussion Fora, Symposia and invited *Essais* were instruments which, prudently and strategically used, could help achieve this. Although, ordinarily, there is not much an editor can do except to put up a sign 'open for business' and wait for papers to arrive on the computer, an editor can act entrepreneurially through the special sections and issues he/she commissions, especially if they are guest-edited by reputable scholars who act as magnets for other scholars. The core journal activity of assessing and validating knowledge claims is constrained by what arrives at the virtual gate of a journal. As in all production systems, most of what goes into a journal is ordinary and routine. While intellectual novelty may well appear through the routine, it may also appear through entrepreneurially looking for it. There is space for both and, for an Editor-in-Chief, especially for the latter. Indeed, there are signs that the entrepreneurial strategy adapted has started to pay off. Nearly half of the 20 most cited papers in 2007, published in 2005 and 2000, appeared in Special Issues or published in the Peripheral Vision section.

The Special Issues, Themed Sections, discussion Fora, Symposia and invited *Essais* commissioned in the last five years (several of them are forthcoming) are shown in Tables 4 and 5. As you may see, most of them aimed at focussing attention on certain relatively under-researched topics, generating debate and fostering innovative scholarship. They were motivated by the 'ecological ideal': to seek conceptual innovation through building bridges between different disciplines such as, for example, economics, sociology, psychology, literary studies, philosophy and organization studies; to link different levels of analysis, such as, for example, organizations and institutional fields, individual agency and institutions, conversations and institutionalized behaviours; to overcome unhelpful dualisms, such as, for example, facts and values, rational and ethical action, agency and structure, reason and emotion, stability and change. I do not know to what extent our aim has been achieved but that was the general idea.

## Quality and Impact

What constitutes 'success' for an academic journal is a complex matter. Journals are the carriers of academic research practices. Participating in the practice of research involves attempting to achieve the standards of excellence operative in the practice at the time. Such standards of excellence involve notions of 'research quality and rigour' (including the integrity of editorial policies), 'theory development' and 'making a contribution', as they have been historically defined in the practice of a journal. If standards of excellence are, partially at least, definitive of research practice, the distinction between the description of a practice and evaluation of a practice collapses, since a practice

Table 4. No. of *Organization Studies* Special Issues (commissioned in 2004–2007)

	Title	Guest Editors	Publication
01	The Iron Cage in the Information Age: Reconsidering the Legacy of Max Weber	Royston Greenwood and Thomas B. Lawrence	26 (4) 2005
02	Institutions, Markets and Organizations	Marie-Laure Djelic, Bart Nooteboom, and Richard Whitley	26 (12) 2005
03	In Search Of Organizational Virtue: Moral Agency In Organizations	Patrick Byrne and Richard P. Nielsen	27 (3) 2006
04	Naturalistic Decision Making In Organizations <sup>27</sup>	Raanan Lipshitz, Gary Klein, and John S. Carroll.	27 (7) 2006
05	Making Sense of Organizing: A Special Issue in Honor of Karl Weick	Kathleen M. Sutcliffe, Andrew D. Brown, and Linda L. Putnam	27 (11) 2006
06	Online Communities	Lee Sproull, William Dutton, and Sara Kiesler.	28 (3) 2007
07	Institutional Entrepreneurship	Raghu Garud, Cynthia Hardy, and Steve Maguire	28 (7) 2007
08	Organization Studies as a Science of Design	Richard Bolland, Mariann Jelinek, Georges Romme	29 (3) 2008
09	The Metamorphosis of (the Theory of) the Firm	Margaret Peteraf, Christos N. Pitelis, Maurizio Zollo,	29 (8) 2008
10	Organizations and Risk in Late Modernity	Robert P. Gephart, John Van Maanen, and Thomas Oberlechner	Forthcoming
11	Organizational Memory: The Dynamics of Organizational Remembering and Forgetting	Theresa Lant, Andrea Hollingshead, Alfred Kieser	Forthcoming
12	Re-turn to Practice: Understanding Organization As It Happens	Dalvir Samra-Fredericks, Reijo Miettinen, Dvora Yanow,	Forthcoming
13	Responses to Social Constructionism and Critical Realism in Organization Studies	Stan Deetz, Tim Newton, Mike Reed	Forthcoming
14	Organization Studies as Applied Science: The Generation and Use of Academic Knowledge about Organizations	Paula Jarzabkowski, Susan Mohrman, and Andreas Georg Scherer	Forthcoming
15	New Directions in Organizational Communication Research	Timothy Clark, François Cooren, Joep Cornelissen, and Timothy Kuhn	Deadline for Submissions is October 31st 2008
16	Embracing Complexity: Advancing Ecological Understanding in Organization Studies	Kevin J. Dooley and Haridimos Tsoukas	Deadline for Submissions is November 30th 2008
17	Career as a social and political phenomenon in the globalized economy	Hugh Gunz, Wolfgang Mayrhofer, and Pamela Tolbert	Deadline for Submissions is November 30th 2008

Table 5. Themed Sections, Fora, Symposia, and invited *Essays*

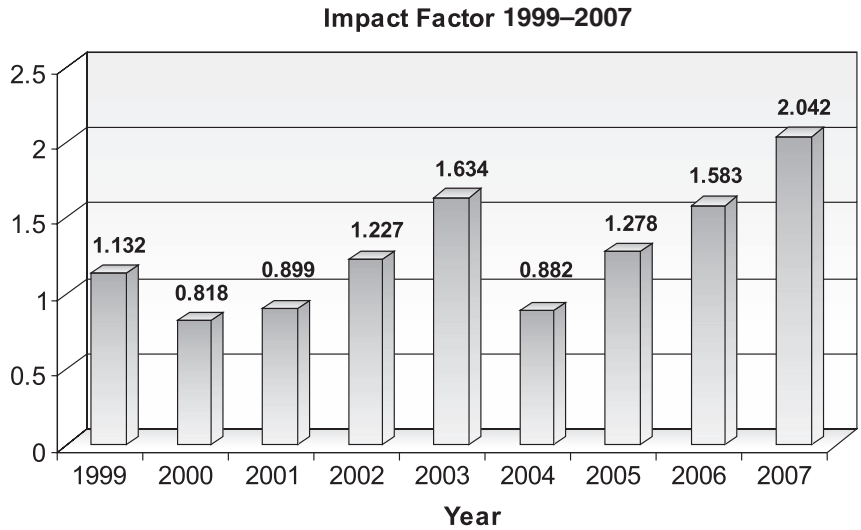
Title of the Special Issue	Guest Editors	Publication (or to be published)
Forum: <i>Talking about Machines</i> – Tenth Anniversary Forum: The Future of Critical Management Studies: A Paleo-Marxist View	Haridimos Tsoukas Haridimos Tsoukas	Dec 2006; vol. 27 Sep 2007; vol. 28
Essays: Learning from the Playwrights: Henrik Ibsen and the Organized Society	Tor Hernes	August 2007; vol. 28
Symposium: The Foundations of Organizing: The Contribution from Garfinkel, Goffman and Sacks	Dalvir Samra-Fredericks and Francesca Bargiela-Chiappini	May 2008; vol. 29
Themed Section: Metaphor in Organizational Research: Context, Modalities and Implications for Research	Joep P. Cornelissen, Cliff Oswick, Lars Thøger Christensen, and Nelson Phillips	Jan 2008; vol. 29
Themed Section: Polyphony and Organization Studies: Mikhail Bakhtin and Beyond	Olga Belova, Ian King, and Martyna Sliwa	Apr 2008; vol. 29
Themed Section: Identity and Ethics	Heather Hopfl and Steve Linstead.	Forthcoming
Themed Section: Organizational Path Dependency	Georg Schreyögg and Jörg Sydow.	Forthcoming
Themed Section: Cross-cultural life of Social Values	Slawek Magala and Gerhard Fink	Forthcoming
Themed Section: Austrian Economics and Organization Studies	Todd Chiles and Peter Klein	Forthcoming

is defined in terms of the *purposes* it characteristically serves. The concept of a research practice, therefore, cannot be defined independently of the concept of a *good* research practice. Because we know the purpose a research practice serves, we can infer that a journal whose papers are read, discussed and cited in the research practice of scholars is a good and successful journal (cf. MacIntyre, 1985: 57–59; Tsoukas and Cummings, 1997). Metrics of a journal's impact are indicators *of* quality; they do not exhaustively define quality. Just as the quality of teaching belongs to a dimension different from that of its manifestations in the form of certain indicators, so the quality of a journal is not the sum of certain indicators. Quality is an *inference*; it is not contained in the indicators describing it (Tsoukas, 2005:18). This is important to bear in mind since what we have available at any point in time is a finite representation of something, never a complete one. What there is – presence – is surrounded by absence – what might be (potential). Indicators describe what *has been*, but fall short of expressing *potential* – what something may become. The map is not the territory (Weick, 1990).

Seeing metrics in this way helps us understand their role better. The *Vita Contemplativa* papers have not been cited as well as I had hoped but they may well be useful to future scholars who take a historical view on the development of certain influential ideas in the field and want to place them in the context of their authors' lives. Similarly, certain *Essais*, mixing personal reflections-cum-experiences and scholarly aims, or written in ways that are unconventional for academic papers, may be less likely to enter mainstream research quickly (if at all) and, therefore, they may not be cited very much, but they enrich our scholarly discourse. If a paper is not cited in ISI journals in the next couple of years (which is what the Impact Factor counts – more about this later), that does not necessarily mean that it will not be cited in the future, or that it will not be cited by sources other than those included in the ISI, or that it will not have impact. Several of Gregory Bateson's papers were published in obscure volumes and journals in the 1960s, yet they exercised a profound influence on many scholars, including influential organizational researchers like Chris Argyris and Karl Weick. And vice versa: a review paper that is highly cited by papers published in ISI journals in the short term may boost citations for a particular journal but does not necessarily enhance its quality.

Indicators, however, do indicate – point to evidence of – quality. In every institutionalized activity certain metrics are developed that summarize performance and enable quick judgements and comparisons. In academic journal publishing in our field a widely accepted metric is the ISI's Social Science Citation Index (SSCI) and the associated Impact Factor. *Organization Studies* is listed in the Management subject discipline. In Figure 1 the Impact Factor for the last 9 years is shown. The Impact Factor is a measure of how influential a journal is in terms of the rate at which articles published in the journal are cited in other journals covered by ISI. The Impact Factor is defined as the number of current citations of articles published in a specific journal in a two-year period divided by the total number of articles published in the same journal in the same period. In 2007 *Organization Studies* achieved its highest Impact Factor ever – 2.042 – which put it in 12th position out of 81 journals (compared with 22nd out of 79

Figure 1.  
Impact Factor for  
*Organization Studies*,  
1999–2007



journals in 2006). Such a result brings OSS close to the top 10 Management journals, which was our aim when we took over in 2003 (see Tsoukas, Garud and Hardy, 2003: 1012). The challenge, however, is to maintain a high Impact Factor over time, which will unshakably place OSS within the list of the top 15 journals. It is worth stressing the upward trend in the Impact Factor over the last three years (the Impact Factor in 2007 represents an increase of 28% on 2006, and 60% on 2005), which, if continued, will create sustainable success. Knowing the quality of papers that have been published in 2007 and in 2008, my prediction for 2008 and 2009 (in both years the Impact Factor will be computed on the basis of papers accepted during the current editorial team's tenure) is that a high Impact Factor will be achieved again and that OSS will continue to enjoy a place in the top 15 journals.

It is easy for an Editor to become obsessively preoccupied with the Impact Factor, especially now that competition between journals is fierce and journal rankings are the dominant form of assessing journal quality and, therefore, for making promotion and tenure decisions for scholars. While it is true that no Editor can ignore the Impact Factor, it is equally true that no *phronimos* (prudent) Editor will be a slave to it either. If, as argued earlier, quality is broader than its metrics, a persistent concern with quality (rather than metrics) contributes to strengthening the standards of excellence underlying our research practices and, in the course of time, it will most likely be acknowledged by the community. Just as in teaching, where an obsessive desire to obtain good evaluations from students may not necessarily lead to high-quality teaching and, indeed, may compromise the standards of excellence underlying teaching, so in journal publishing, an obsessive concern with rankings may lead an Editor to dubious choices which, while probably increasing the Impact Factor in the short term, may diminish the rigour of a journal in the longer term. Safeguarding quality is more important than manipulating the Impact Factor, through quasi-imposing on authors, especially after the paper has been accepted, that they cite

particular papers published in one's journal – a practice that, sadly, I have seen occur in some other journals. As Editor-in-Chief my motto has always been: take care of quality, and the Impact Factor will take care of itself!

Another aspect of quality is not only what Editors do but what authors do as well. It is indicative of the increasing colonization of our scholarly discourse by quasi-commercial criteria that for some colleagues, thankfully very few, academic critique is problematic if it is perceived to lead to loss of market-derived personal income! On one occasion, for example, authors thought that the critique another author had made of their paper was 'libelous'! What was most intriguing, however, was not so much the intellectual reasons offered concerning how the critic had 'misinterpreted' their paper, as that the criticism had allegedly undermined the 'professional reputation' of the authors, especially since 'much of [their] income is now consultancy-based', and the critic's claims could be construed by likely clients as 'evidence of general ineptness and naivety' on the authors' part! Here we have the criteria of the market used to combat the values of the academy. It is an unwelcome development, since it jeopardizes one of the most important aspects of the standards of excellence underlying our research practices: the value of critique. Just as what is good for McDonald's is not necessarily good for the rest of society, what brings clients to a researcher-cum-consultant does not necessarily make academic discourse more robust.

### **Organizing and Editing *Organization Studies***

A distributed editorial structure requires a significant amount of coordination for it to work properly. I attempted to achieve it partly through issuing guidelines (to be precise, Wittgensteinian 'reminders' [Wittgenstein, 1958]) and templates of editorial letters, and sharing among SEs, every year, editorial letters written by all editors (SEs, Co-editors and the Editor-in-Chief); and partly through the Editor-in-Chief being, by design, the 'obligatory point of passage' (Latour, 1987: 150) for all editorial decisions. I also consciously tried to make my own editorial letters serve as exemplars for other editors in the journal. 'Exemplars' not in the sense of articulating an 'authoritative discourse' (Bakhtin, 1981: 343), which asks to be adopted wholesale by its addressees, but in the sense of an 'internally persuasive discourse' (Bakhtin, 1981:341), which sees addressees as colleagues, inviting them to engage with it, modify it, and draw on it as they see fit. Such a discourse aims to serve as a thinking device for others, 'a starting point for a response that may incorporate and change the form and meaning of what was originally said' (Wertsch, 1998: 65–6).

We know that there is no one best way for writing editorial letters, but we also recognize a good editorial letter when we see it. As Editor-in-Chief my purpose was therefore to draw editors' attention to certain issues and leave them room to decide how they wanted to write their letters. For example, a good editorial letter is multivocal – it draws on reviewers' comments and suggestions – rather than merely articulating an editor's view. Moreover, it weaves reviewers' comments into an editorial narrative that synthesizes them, suggests which ones are to be given priority (especially when reviewers' views conflict), adds more comments from a substantive and/or editorial point of view, and articulates a

revision strategy for the author (when a decision for 'revise and resubmit' has been reached) or, in cases of rejection, what the weak points are and what would be needed for them to be overcome.

Unlike the formal authority a journal editor has over an author to accept or reject his/her manuscript, an Editor-in-Chief has no such authority over a Senior Editor. The latter carries out service work in the journal, is a reputable colleague, and has been empowered to make his/her own editorial decisions based on his/her own editorial judgment. While it is true that, following our new editorial policies, an Editor-in-Chief has formal vetoing power over editorial letters, it is a power that is best exercised very sparingly and tactfully, always in the spirit of learning and collegiality, if the distributed editorial system is to work at all. I very rarely exercised such a vetoing power, mainly because there was no need for it – the editorial system was largely self-regulating, facilitated by the fact that all editors involved shared similar quality standards and scholarly values and skills.

The very few occasions when I cast doubt over a particular editorial decision occurred when I noted a striking difference between reviewers' comments and an editor's decision, or when the editorial letter was not sufficiently explanatory or convincing. For example, it is striking if two out of three reviewers strongly suggest 'revise and resubmit', the third recommends 'rejection', and the SE decides to side with the third reviewer. On the very rare occasions when this or similar incidents happened (I recall no more than five incidents in the last five years), I would write back to the SE involved and ask him/her to think the decision more carefully. Typically, my reaction was to bring the striking difference to the SE's attention and point out that if he/she wanted to stick to his/her decision, that would be fine, but the letter would need to be written in such a way that it left no doubt in the authors' minds as to why this particular decision had been reached. The letter needed to be convincing, all the more so since it confounded normal expectations; I would sometimes work with the SE concerned in the framing of the letter. I would also voice the suggestion that the SE may want to take a fresh look at the paper and reviewers' comments, and reconsider his/her decision. Whenever I felt that this was a better course of action I said so, although stressing the point that, ultimately, the decision was the responsibility of the SE. The spirit of the conversational exchange was invariably collegiate and friendly, with both of us using evidence and argument to best reason about the editorial decision. I was careful to highlight my respect for editorial judgment and autonomy at all times. At the same time, I would make the point that my role was to guarantee the quality of the editorial process, in line with OSS policies and standards, raise pertinent questions for the SE to address, and invite the SE to attend more closely to particular aspects of reviewers' comments. Our dialogue was a conversation between mature, well-meaning colleagues, trying to best make sense of an ambiguous situation and reach a conclusion; it was always productive. My view was that publishing in peer-reviewed journals is a game of persuasion. An editorial letter must be publicly defensible, especially if it goes against the majority of reviewers' recommendations and, therefore, the letter must make every effort to be convincing. The role of the Editor-in-Chief is to guarantee the integrity of the entire process and the plausibility of the editorial decision reached.

A second challenge we have faced is the ever-increasing editorial load. In the last five years, the number of submissions has increased from about 200 papers at the end of 2003 to 329 at the end of 2007 (65% increase) and it will be higher at this end of this year. The great leap in submissions occurred in 2005 when they shot up by 27% (from 256 in 2004 to 325 in 2005). Since then they have remained relatively stable until the end of 2007. If submissions for Special Issues and Themed Sections are added, about 430 new papers are submitted each year – a much greater number than ever before in the history of the journal (twice as many as before 2003). In the period 2004–2007, 38% of submissions came from Continental Europe, 24% from the UK, 14% from the USA, 9% from Australia and New Zealand, 9% from Asia, 3% from Canada, 2% from Latin America and 1% from Africa. Interestingly, between 2004 and 2007, submissions from Continental Europe increased by 38% and from Asia by 400% (!).

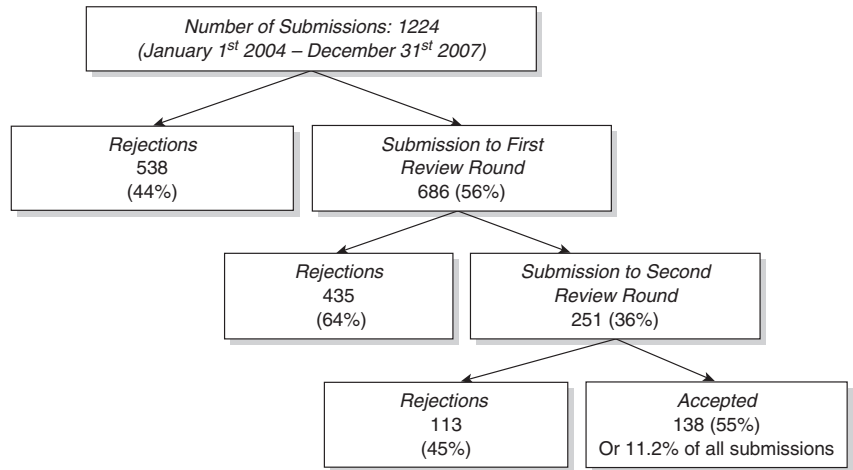
Having progressively moved from 6 to 9 (in 2004) and then to 12 (in 2005) issues per year, we have been able to cut publication times (which used to be 12 months until 2004) and reassure authors that their papers will be in print within 6 months of having been accepted. This is a good record and needs to be maintained – it is important for an author to see his/her paper in print as soon as possible. I am often asked whether the move to publishing 12 issues per year has compromised quality. I do not think so. Throughout the past five years we have maintained a desk rejection rate of 44%, and an acceptance rate of 11%. In Figure 2 you will see rejection and acceptance rates at all stages of the editorial process. Remember that acceptance/rejection decisions are made in a decentralized manner – each SE makes his/her editorial decisions independently. The Editor-in-Chief has no way of ‘imposing’ a certain percentage of acceptances or rejections, even if he/she wanted to. Adherence to quality and rigour come less from administrative fiat and more from a shared sense among editors of what ‘quality’ and ‘rigor’ mean. Indeed, helping maintain that shared sense is one of the most important tasks of an Editor-in-Chief. A journal with a distributed editorial structure still coheres around a *sensus communis*, which cannot be imposed but is discursively grown and nurtured by those who occupy leadership positions.

On the purely logistical side of things, namely, communicating with authors and the publisher, and organizing and looking after the entire editorial process (including reviewing), the OSS Editorial Office has performed superbly in the last five years, despite the inescapable occasional error. The whole editorial and reviewing process was professionally organized and looked after. We showed our respect to authors by always keeping them informed about the stage at which their papers were (especially if unexpected delays had occurred), and worked hard to chase reviewers and editors in order to bring the entire process into successful conclusion. At no time did we want authors to feel that their papers had fallen into a black hole. Sophia Tzagaraki, OSS Managing Editor, quickly answered all queries and tirelessly issued reminders in her well-known personable and good-humoured manner.

One area where our organization has been stretched is in the time it takes to obtain reviewers’ reports, and this is not for the lack of repeatedly issuing



Figure 2.  
Acceptances and  
Rejections at the Various  
stages of the editorial  
decision making process



reminders to reviewers. Currently, we collect 80% of reviewers' reports within 14 weeks, to which an additional 3 weeks must be added (the time Senior Editors typically take to write their letters). This falls short of our promise, five years ago, to complete the entire editorial and reviewing cycle within 14 weeks (Tsoukas, Garud and Hardy, 2003:1012). I do not know how other journals are doing on that score (as an author I have had both better and worse experiences than OSS authors), but I do know that this is an area that needs attention. We should aim at having a turnaround time of about 12 weeks in total. At the same, I also realize that colleagues are busier than ever and competition for reviewers' time is fierce among journals. We have significantly expanded the Editorial Board to 100-plus members but we could do more to use their time more effectively. The move to a Web-based system by the end of the year will provide a much clearer picture of who does what and when, which will enable the OSS Editorial Office to better allocate papers to reviewers and Senior Editors, and time will be saved by the automatic issuing of reminders.

### Riding the Wave

For better or worse I have been an entrepreneurial Editor-in-Chief with a clear and publicly known agenda to implement. An important challenge I faced was that, while the leading editorial team was explicitly offering a global vision for the future, OSS was historically founded on the basis of a previous 'European' identity. Both EGOS and OSS were set up more than 30 years ago to challenge American hegemony in organizational research and assert a European way of doing research. That was important and necessary at the time, but times have changed since then. Moreover, another important change that has occurred in the last 20 or so years has been the increasing domination of organizational research by Business School academics (March, 2007; Baum, 2007). That was not the case 30 or 40 years ago, when organizational research was carried out by a greater variety of scholars located in

sociology, psychology, education, public administration and political science departments. In OSS, for example, 90% of submissions now come from authors affiliated to Business Schools or Management Studies Departments.

Both changes – the increasing globalization of academic knowledge production and the dominant role of Business Schools in organizational research – have not always been acknowledged by parts of the EGOS community, especially those associated with the historical founding of EGOS and OSS. For the leading editorial team to implement their global vision in the new landscape of organizational research, several things needed to be done differently than before, notably the constitution of the Senior Editorial team and the Editorial Board, as well as Special Issue themes and guest editors, keynote speakers for the OSS Summer Workshop, etc. We needed to reflect the changes we were seeing around us in our *modus operandi*.

I was well aware that, while it is true that identities carry the marks of their historical beginnings and inevitably constrain future possibilities, it is also true that, over time, identities do change. Although geography has not disappeared, in a globalized academic world, traditional geography-based boundaries do not hold the significance they once did. A globally leading journal – the new identity we envisaged for OSS – does not deny its particular roots (themselves the product of historical contingency), but seeks, at the same time, to open itself up to the rest of the world. Even the very term ‘European’ has changed over time to include not only Northern Europeans (as was originally the case) but Central, Eastern and Southern Europeans too<sup>1</sup>. Whether we like it or not, Business Schools are now dominant players in organizational research and this too must be acknowledged, not denied. We could still pursue topics (and we did – see Tables 1,3,4,5) that may lie outside the traditional Business School-based research agendas, but we would be acting like Luddites if we not only ignored the work done by Business School academics, but also turned down the opportunity to incorporate it into the journal and integrate it with our understanding of organization informed by other disciplines.

Increasingly, I found myself acting as a change agent and, inescapably perhaps, drawn into the conflict associated with every major change process. The defenders of the status quo (namely, the proponents of the historically anchored identity of EGOS and OSS) were not particularly keen to endorse the changes we were offering, and I was not willing to compromise. Unsurprising, perhaps, for anyone who has run an academic department, I found that academics are quick to point out cases of resistance to change in the organizations they study but much less keen to look reflexively at their own practices. It is understandably human: identities, solidified by intellectual mindsets, career interests and power structures, do not easily succumb to change. I was often reminded of Machiavelli’s well-known insight: change will likely be resisted by those who have an interest in maintaining the status quo, since the latter affords them the levers of control, and will be initially lukewarmly embraced by those who do not yet see the benefits the change will bring. However, properly handled, with persistence and determination, change does occur (and did occur in OSS), especially when it is not related to the caprice of the change agent but reflects broader shifts and movements in the academy.

In response to occasional claims that I was ‘Americanizing’ the journal, I can only say that I have wanted to draw in North American colleagues, not only

because the USA is the largest English-language academic community in the world, but also because lots of exciting things happen at the other side of the Atlantic, which we Europeans ought to engage with. Americans may not be reading our journals as much as we read theirs, but that is precisely the European strength – we are better placed to engage with diversity and Otherness. Intellectual parochialism is constraining, intellectual globalism is rewarding. As a journal acquires a global perspective, geography recedes and other distinctions – epistemological for once – gain more importance.

### Challenges and the Way Forward

Editing a journal is tiring. When I started it, I thought it would take me about three days a week but the reality is that editing a leading journal takes over your life. When we were on family holidays I would always look for the nearest Internet café to answer journal-related emails, check new submissions and edit editorial letters. A week away from the office meant several new submissions, queries and editorial decisions would be waiting for me when I got back, and I had better tackle them as soon as I could, even on holidays! When most colleagues were on holiday at Christmas and the New Year period, Sophia and I had to answer emails and acknowledge submissions. (Yes, it is not uncommon to get submissions at Christmas and the New Year!) And when we were away from work, following Greek public holidays, other colleagues were working and emailing us!

I have often been asked why, given the workload, I accepted the invitation to become the Editor-in-Chief of *Organization Studies*. I have a simple answer: not only was it an honour to be invited to lead a well respected journal but, more importantly, it would give me the leverage to help shape the field to some extent. This was my strongest motive. An Editor is in a powerful position to do things, and I saw the editing of OSS as a great opportunity. I was aware that our editorial decisions have a real impact on colleagues' lives – they can make or spoil careers. That gave me a sense of responsibility and a strong motive to want to do things well. As Editor I found that more people were speaking to me in conferences than normally, more people wanted me to comment on their papers, and I was receiving more requests to write reference letters and address conferences than ever before. I cannot say I regretted the limelight but, I hope, I have not been blinded by it, for what matters most when one rises to a position of influence is to exert one's authority with care and responsibility. At any rate, academic stardom never interested me. In our globalized, communication-dense academic community there are more opportunities than ever before for a sort of academic activism that gives people publicity, perhaps lengthens their CVs, but does not necessarily produce great scholarship. But what really gets me excited is the possibility of great scholarship, and being the Editor-in-Chief I hope I was able to facilitate the achievement of such scholarship. One of the greatest benefits I derived from leading the journal is that, by being at the hub of a research community, I have had the opportunity to see new developments and cutting-edge research. I found it a great learning experience, which also helped me in my personal research.

In finishing my term, I would like to reflect on the last five years to identify three challenges facing OSS in the future.

One is the question of governance structure. The position of the Advisory Board within the structure of EGOS is unclear and needs rethinking, it seems to me. An Editor-in-Chief is accountable to the EGOS Board, not to the Advisory Board, and that is how it should be. Yet the existence of this additional Board, especially when it gets out of its hibernation for political reasons, serves to create an unwieldy structure where roles and responsibilities are not always clear and lines of accountability blur. The collective wisdom is not preserved in the proliferation of Boards but in culture and practices. At EGOS we must combine the formal accountability of the Editor-in-Chief to the EGOS Board with the freedom of exploration that an entrepreneurial Editor-in-Chief and his/her team may bring to their job. I am not against conserving (this is what largely, and quite rightly, formal structures do), but I am also for experimenting, for trying out new things, for fostering innovation.

A related issue how is the Editor-in-Chief is chosen. Like all my predecessors and my successor, I was appointed, not elected, to lead the journal. There are several benefits to this procedure when it works well, which are mainly related to the good knowledge of both the chosen person's profile and the needs of the journal by the senior people who make the appointment decision. It is a procedure that derives from the 'good old days' when EGOS was a small, relatively homogenous community of, mostly, gentlemen. However, it is a univocal, top-down procedure, whose 'closed' nature makes it vulnerable to criticism. Now that EGOS is a large, diverse, multinational community, in which there are as many gentlewomen as there are gentlemen, the process needs more openness, multivocality, transparency, and the requisite legitimacy they bring about. It is not accidental that this practice has been increasingly adopted by several leading journals worldwide. My prediction is that the pressures of mimetic isomorphism will – and should – push *Organization Studies* towards a more formal, open, and transparent way of electing an Editor-in-Chief through well-defined, publicly known, procedures.

A second issue is that of globalization, which proves to be a contestable issue within EGOS. At EGOS Colloquia, I have sometimes seen colleagues arguing for Europe in the same way some EU politicians do – a Europe conceived as a fortress, seen as an 'us' in opposition to 'them' (typically the Americans). I do not subscribe to this view, which I regard an extension of the parochial national mindset – it is too narrow and constraining. As an academic community, our European identity is not so much manifested in our geographical location (itself, surely, a variable matter) as in our *intellectual style*, succinctly epitomized on the cover of every issue of *Organization Studies*: 'an international multidisciplinary journal devoted to the study of organizations, organizing, and the organized in and between societies'. It is this intellectual freshness, partly a product of geography (i.e. of historical contingency), that *Organization Studies* brought to the field nearly 30 years ago, that really matters. As a European journal, OSS has, by design, explicitly been an *inter*-national journal. But as the world of world-wide organizational scholarship becomes ever more integrated, leading journals become increasingly the carriers of a new quasi-global scholarly consciousness which is shaped by multiple communicative interactions (across cultures and disciplines). More than ever before, historically generated intellec-

tual identities are open to new influences. A global journal provides a forum to scholars who may be embedded in distinct academic traditions all over the world to engage in a dialogue with(in) the field (Tsoukas, 2008).

A third, related issue, concerns intellectual style itself. Being an English-language journal and competing with other mainly English-language journals internationally, carries important implications for *Organization Studies*. The language of publication is no mere medium; it is rather grounded on, and animated within, particular intellectual communities. An English-language journal is likely to draw on the intellectual tradition of Britain and the USA, especially since these two countries have been the most significant players in science since World War II. To some extent, the language helps shape the argument one puts forward – how it is constructed and what it aims to achieve. To paraphrase Wittgenstein, to ground yourself in a language is to locate yourself in a community. For example, in the Anglo-Saxon intellectual tradition, for an author to demonstrate a contribution is of paramount importance. Staying focused (even relatively narrow), writing in a straightforward and non-circumlocutory way, building methodically a coherent argument, and ‘adding value’ to what we know, as the current metaphor is, are very important (Tsoukas, 2008). That intellectual style is not necessarily found in other parts of Europe and the world, in which there are different criteria as to what constitutes an intellectual contribution (Whitley, 2000). A challenge for European colleagues and for native users of languages other than English in general, is to shape their papers in such a way as to make their arguments *recognizable* in the intellectual tradition of *Organization Studies*, while seeking to retain their Otherness. Novelty may be created out of this creative tension. The identity of the journal is not cast in stone but is discursively malleable: it constrains and is open to influence at the same time.

## Acknowledgements

An Editor-in-Chief is at best like an orchestra conductor – he/she can hardly do anything on his/her own. No, I did not invent a new kind of music and whatever I did do would not have been possible except as part of the effort to further refine the standards of excellence underlying the scholarly research tradition at large and the OSS ethos in particular. This journal has had some great editors before me and so it will have after me.

I was exceptionally lucky to have been assisted by Sophia Tzagaraki; her dedication to the journal, efficiency and good heart have been simply extraordinary and hard to find. Every editor should consider himself/herself lucky to be assisted by someone with Sophia’s talents. Working with her will be what I will miss most. Thankfully for the journal she stays on.

Co-editors David Courpasson, Raghu Garud and Cynthia Hardy were superb fellow travellers in this five-year trip. Their editorial skills are exceptional and I have always learnt from them. Their collegiality and professionalism have been truly exemplary.

Our Senior Editors bore the brunt of editorial work with unfailing professionalism and care. They put up patiently with my harassing reminders to send in their letters in time. I know how much time it takes to write a good editorial

letter and I am grateful to them for their service work, especially since several of them are senior academics in leading positions, with busy lives. I would like to thank all Senior Editors since 2003: Frank Barrett, Nic Beech, Christophe Boone, Andrew Brown, Paul Carlile, Catherine Casey, Robert Chia, T. K. Das, Marie Laure Djelic, Roger Dunbar, Loizos Heracleous, Georg Von Krogh, Gabriele Lakomski, Ann Langley, Raanan Lipshitz, William McKinley, Richard Nielsen, Catherine Paradeise, Nelson Phillips, Georges Romme, Yehouda Shenhav, David Stark, Kathleen Sutcliffe, Jacky Swan, Richard Whitley, Richard Whittington and Arjen van Witteloostuijn. Some of them stay on.

Our Book Review Editors since 2003 – Jill Shepherd, Susan Ainsworth, Nicole Gillespie, Roy Suddaby, Guido Mollering and Kim Boal – worked hard to give us a lively Book Reviews section, and I would like to thank them for their great work.

Our Editorial Board members, far too many to mention them by name here, have been strong and reliable supporters of the journal and am grateful to them for their time. We have often relied on numerous *ad hoc* reviewers who, again, are far too many to list here by name, but their support is gratefully acknowledged. Without the reviewing of our Editorial Board members and *ad hoc* reviewers the journal could hardly function. I am grateful for their help.

We have been lucky to have had in Sage a wonderful publisher, always available and keen to help us. We have worked exceptionally well with Ziyad Marar, Kiren Shoman, Caroline Lane, Kate Picard, Dave Phillips and Anton Viessel, and I would like to formally thank them here. My appreciation for them would still be equally high even if Sage did not sponsor the annual Editorial Board dinner at EGOS, every July!

Marianne Risberg and Angelika Zierer-Kuhnlen, at the EGOS Executive Secretariat, did their very best to be excellent links between OSS and EGOS over the years and their help is gratefully acknowledged.

I would like to thank the EGOS Board for the extraordinary opportunity they have offered me to lead *Organization Studies*. I appreciate their trust and support, especially when the ride was bumpy. I hope I have been a good match for their expectations.

Last but not least, I would like to thank my wife Efi Vladimirov, who has had to put up with my unsociable, long working hours, several trips abroad, and holidays interrupted by my mysterious disappearances in Internet cafés, while having two small children to look after. I know it was not easy and I am grateful to her for her understanding and patience.

As I am passing on the baton to the new Editor-in-Chief, David Courpasson, the new Co-editors Andrew Brown, Michael Lounsbury, David Arellano-Gault, and the new Senior Editors, I wish them well in the trip they are embarking on. I took over a journal that was already in very good shape and I am handing it over to them in a, hopefully, better and certainly different shape. I am certain they will take it to new heights. I wish them strength, stamina and good luck.

It has been an honour and a privilege serving the community for five years. How well I have done so, it is for you to judge. All I can say, as the family and I head off for the Greek islands without an Internet café nearby this time, is that I enjoyed my job enormously. Now it is for others to carry the flag and continue the journey. *Organization Studies* has been my Ithaca, and I already hear Cavafy (1984:29–30) whispering to me:

'Ithaka gave you the marvellous journey.  
 Without her you wouldn't have set out.  
 She has nothing left to give you now.  
 And if you find her poor, Ithaka won't have fooled you.  
 Wise as you will have become, so full of experience,  
 You'll have understood by then what these Ithakas mean.'

Thank you and good bye!

## Notes

I would like to thank Cynthia Hardy for her perceptive comments on an earlier draft. Responsibility for what is included in this Editorial is entirely mine.

- 1 An interesting story that reveals how even the notion of 'Europe' is malleable and how terms such as 'European' are far from being neutral geographical constructions, allegedly devoid of hierarchically layered significations. When I took up the role of Editor-in-Chief, I was forwarded an email, addressed to my predecessor, written by a European colleague expressing his 'worries' that the journal had moved to Greece. I immediately got in touch with the concerned colleague asking him to explain what exactly had created those 'worries' and what I could do alleviate them. I did not get a convincing answer, but the very presence of such concerns was revealing of some colleagues' prejudices regarding the perceived impact the location of the journal was going to have on its functioning and impact. The subtext reflected perceived differences between 'Northern' and 'Southern' Europe: Northern (rather than Southern) Europe is the rightful location for an academic journal; the South may be good for holidaying but not for serious intellectual pursuits!

## References

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