

INFORMATION AGE PUBLISHING

MANAGEMENT 2023

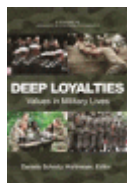
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RECENT TITLES

ADVANCES IN CULTURAL PSYCHOLOGY: CONSTRUCTING HUMAN DEVELOPMENT



Deep Loyalties Values in Military Lives

Daniela Schmitz Wortmeyer, Brazilian Army

A volume in the series *Advances in Cultural Psychology: Constructing Human Development*

2022. Paperback 978-1-64802-800-7 \$52.99. Hardcover 978-1-64802-801-4 \$94.99. eBook 978-1-64802-802-1 \$85.

Cultural practices and artifacts, in their multiple and varied forms, are grounded on values, which are so deeply internalized by people that usually remain in the background, as taken-for-granted guides for interpretations and decisions in everyday life. Shaping individual moral horizons is at the core of socialization processes, through which older generations aim to disseminate their culturally established values to the new ones, making use of suggestions mainly implicit in daily experiences and interactions.

Despite the strength of these processes of cultural canalization, people find particular ways of positioning and interpreting social suggestions, drawing singular life trajectories and developing themselves as unique beings. This is truthful also in case of highly institutionalized settings like the military, in which people play in many forms an agentic role in their own development, being prepared to perform their professional duties in very complex and challenging activity contexts.

This book is an invitation to dive deeper into human experiences lived in the military through qualitative and in-depth approaches, observing their affective qualities, the meanings they acquire and how they shape individuals' identities, fostering the development and try-out of specific ethical and moral values.

The present work can contribute to research and professional practice in fields related to human development, social processes, education and people management in the military, as well as in other institutional contexts, especially by highlighting the affective, meaningful and moral-ethical dimensions of cultural experiences.

ADVANCES IN RESEARCH ON RUSSIAN BUSINESS AND MANAGEMENT



The Transformation of Social Relationships in Industry 4.0 Economic Security and Legal Prevention

Agnessa O. Inshakova, Volgograd State University; Evgenia E. Frolova, Peoples' friendship University of Russia

A volume in the series *Advances in Research on Russian Business and Management*

2022. Paperback 978-1-64802-684-3 \$72.99. Hardcover 978-1-64802-685-0 \$104.99. eBook 978-1-64802-686-7 \$85.

The dynamics of scientific and technological development of modern society is characterized by high growth rates, accompanied by the algorithmization of the digital economy raises new and transformation of existing social relations in which the boundaries between physical, digital and biological worlds are disappearing, giving rise to an objective need for a comprehensive socioeconomic and institutional transformations in society require an appropriate legal base.

In modern scientific literature, the term "fourth industrial revolution" – Industry 4.0 – is used to refer to a radical change in traditional methods and forms of management associated with the introduction of innovative technologies, such as artificial intelligence, the Internet of things, unmanned vehicles, robotic systems, big data, etc. A study on the establishment of the legal concept of neo-industrial modernization, including directions and mechanisms of development of technologies of Industry 4.0, as well as preventive measures to prevent collisions through the use of all types of convergent technologies, is of great scientific and practical value because it provides additional opportunities for economic

development and the formation of a fundamentally new legislative approaches to solving fundamental and applied problems in this area for the next 10 years.



Reimagining Socioeconomic Development of Russia New Directions, Theory, and Practice

Marina L. Alpidovskaya, Financial University; Ludmila A. Karaseva, Tver State University; Elena G. Popkova, MGIMO University

A volume in the series *Advances in Research on Russian Business and Management*

2023. Paperback 979-8-88730-101-3 \$72.99. Hardcover 979-8-88730-102-0 \$104.99. eBook 979-8-88730-103-7 \$85.

The consequences of current experiments in socio-economic global transformation are not favorable for Russia. At the same time, the optimum development trajectory of the country has not been clearly delineated by either theorists or practitioners either in political or socio-economic terms. The paradigm of the market economy has become outdated and is now an object of exploitation by global transnational corporations. There is a need for interdisciplinary consolidation, which can become the basis for understanding the role of the political and economic components of knowledge about the economy and society, the necessity and possibility for its improvement, and its application for the benefit of the country and the world, not excluding departure from obsolete stereotypes while maintaining the basic principles of logic and morality.

It is time to redirect the apparatus of economic science to achieve real national and global welfare by eliminating irrational practices characteristic of both government intervention and private entrepreneurship, aimed at the realization of bureaucratic and oligarchic interests.

CONDUCTING RESEARCH IN EDUCATION FINANCE: METHODS, MEASUREMENT, AND POLICY PERSPECTIVES



Charter School Funding Considerations

Christine Rienstra Kiracofe, Purdue University; Marilyn A. Hirth, Purdue University; Tom Hutton, Education Law Association

A volume in the series *Conducting Research in Education Finance: Methods, Measurement, and Policy Perspectives*

2022. Paperback 978-1-64802-833-5 \$52.99. Hardcover 978-1-64802-834-2 \$94.99. eBook 978-1-64802-835-9 \$85.

Much has been written about how public schools in the United States are funded. However, missing in the current literature landscape is a nuanced discussion of funding as it relates to public charter schools. This text, authored by researchers and professionals working in the charter school world, provides readers with a comprehensive overview of issues related to the funding and operation of charter schools.

The book opens with an introduction to charter schools and how they are funded. The financial management and oversight of charter schools and issues related to funding equity, including how charter schools impact district school finances, are addressed. Special considerations for charter schools related to serving special education students and transportation issues are also addressed. After reading this book, readers will have a thorough understanding of how charter schools are funded and managed financially.

CONTEMPORARY HUMAN RESOURCE MANAGEMENT ISSUES CHALLENGES AND OPPORTUNITIES



The Ethically Responsible Organization

Ronald R. Sims, William & Mary

A volume in the series *Contemporary Human Resource Management Issues Challenges and Opportunities*
2023. Paperback 979-8-88730-110-5 \$72.99. Hardcover 979-8-88730-111-2 \$104.99. eBook 979-8-88730-112-9 \$85.

Today's businesses have an obligation to conduct themselves in an ethical and responsible manner at all times. Fortunately, many businesses have historically embraced the idea that they can operate in an ethically & responsible manner. However, there are way too many companies that are willing to cut corners and do whatever it takes to make a profit, thus contributing to the vortex of mistrust, distrust, misinformation, disinformation and less than full disclosures as a result of their unethical misconduct. This book takes the position that 'enough is enough' and argues that all businesses can and must be ethically responsible no matter its size or whether it operates locally or globally. The book describes the features of an ethically responsible (e.g., ethical and socially responsible) organization that is committed to always "doing the right things" which means they are committed to building, institutionalizing and sustaining an ethically oriented organizational culture. Ethical responsibility means maintaining—even improving—your bottom line, while setting a high bar for high ethical standards AND making a positive contribution to society. The book argues that organizations must be attentive to ensuring that the culture has as its core accountability, responsibility, and learning which means it invests in developing and expecting all of its employees to be fully engaged in making ethical decisions and being ethical leaders. The book also discusses what it means to be an ethically responsible global business, leader, middle manager, and lower level employee.

The Ethically Responsible Organization provides a detailed look at the importance of organizations doing preventive work to avoid ethical falls or scandals and takes the position that if such a fall or scandal occurs then the company should seize the moment and learn from the experience by becoming a learning organization. The book also takes the position that an ethically responsible organization is already a learning organization where continuous inquiry, diagnosis, reflection, learning and self-correction is the keystone of the way it operates. Finally, the book offers some ideas on how organizations can reinforce and sustain themselves as ethically responsible businesses today and in the future by taking a strategic approach to ethics that includes constant and consistent ethics training and education for all its employees and partners. In the end, the purpose of the book is to continue to increase our understanding of why organizations stray from "doing the right things" and how a focus on being ethically responsible can position companies to avoid or quickly respond to any potential ethical misconduct or find themselves in the list of the years' top ethical scandals. This book is written for all those who also take the stance that 'enough is enough' when it comes to the headlines of another failure because the organization's leaders would not commit to being ethically responsible and find themselves in the throes of an ethical scandal and unable to recover from it – and like "Humpty Dumpty, all the king's horses and all the king's men the company can't recover from what was a preventable ethical fall."



Human Resource (Talent) Development

Ronald R. Sims, William & Mary

A volume in the series *Contemporary Human Resource Management Issues Challenges and Opportunities*
2023. Paperback 979-8-88730-166-2 \$72.99. Hardcover 979-8-88730-167-9 \$104.99. eBook 979-8-88730-168-6 \$85.

The rapidly transforming environment that we live in has made human resource development (HRD) all the more necessary for the success of today's organizations. HRD initiatives help their organizations by developing employees who assist their organizations in not only surviving, but thriving in our increasingly global world. Today's best practice or benchmarked organizations and their HRD professionals continue to recognize the importance of employee learning, knowledge, skills and motivation to organizational success. This recognition increasingly opens many doors as organizational leaders accept the fact that HRD initiatives can be used to ensure that organization members have what it takes to successfully meet the demands that confront them and their organizations.

This book takes the position that HRD can demonstrate how their initiatives help to develop a superior workforce so that the organization and its individual employees can accomplish their strategic and operational goals in service to their clients or customers. This book is written with the belief that HRD professionals have many opportunities to learn, change and find ways both in and outside of the workplace to contribute to the development of learning organizations as we move further into the 21st century. A major point of this book is that HRD will continue to become more and more important to organizational success when one considers the increased responsibilities HRD professionals have taken on during and post- the COVID pandemic.

The primary audience for this book is practicing HRM and HRD professionals, and other organizational leaders. The book provides proven ideas

important to demonstrating the value of HRD. From a practical viewpoint, it is based on actual experience, a strong research base, and accepted practices presented in an easy to read form. A second target audience is students of HRD and HRM who are preparing for careers in this important field. This book will help them develop a solid foundation to the study of HRD practices or initiatives that are key to HRD success regardless of the type of organization. A third target audience is managers or leaders at all levels of an organization who are expected to take on a number of HRD responsibilities (e.g., as trainers, coaches, mentors, change agents, and so on) while regularly partnering with HRD professionals. It offers these individuals a firsthand look at what they should expect of their HRD functions or areas and how they can effectively work with HRD professionals in their organizations to achieve the organizations strategic goals by getting the most out of its human people.

CONTEMPORARY PERSPECTIVES IN BUSINESS LEADERSHIP



Challenges and Opportunities in Healthcare Leadership

Voices from the Crowd in Today's Complex and Interprofessional Healthcare Environment

Angela Lampe, Creighton University; Cindy Costanzo, Creighton University; William Leggio, Office of the Medical Director, City of Austin, Texas; Timothy C. Guetterman, University of Michigan

A volume in the series *Contemporary Perspectives in Business Leadership*

2023. Paperback 978-1-64802-923-3 \$52.99. Hardcover 978-1-64802-924-0 \$94.99. eBook 978-1-64802-925-7 \$85.

Leaders in healthcare today face many challenges ranging from managing interprofessional teams and teamwork, to payment reform, to tackling issues such as homelessness and the opioid crisis. Leaders have access to depth of information and resources to help them solve these complex and real-world problems. However, it is our belief that given the complexities of healthcare, there is value in sharing and learning from those who have first-hand experience with interprofessional leadership in healthcare.

Challenges and Opportunities in Healthcare Leadership: Voices from the Crowd in Today's Complex and Interprofessional Healthcare Environment, is a volume in a book series titled, Contemporary Perspectives in Business Leadership. In this book, authors share their true, authentic reflections and professional stories describing the lived experience(s) of the author/leaders and how the experience changed the author/leaders' approach as an interprofessional leader. Each chapter includes a (1) story about the topic and the lived experience, (2) perspectives, and (3) lessons of the author(s). Additionally, scholarly commentary and discussion questions included within each chapter create opportunity for application to leadership theories and strategies as well as allow for reflection and further dialogue on the topic.

The intended audience is broad, including faculty and students in institutions of higher education, interprofessional healthcare team leaders and members, and other healthcare stakeholders who have experience in interprofessional healthcare leadership. The book is applicable for leadership growth and development at a personal, group, or organizational level.

CONTEMPORARY TRENDS IN ORGANIZATION DEVELOPMENT AND CHANGE



Organization Development in the Largest Global Organization

The History of OD in the U.S. Military

Robert L. Reinhard, Drahnier Enterprises; Peter F. Sorensen, Benedictine University; Therese F. Yaeger, Benedictine University

A volume in the series *Contemporary Trends in Organization Development and Change*

2022. Paperback 978-1-64802-727-7 \$52.99. Hardcover 978-1-64802-728-4 \$94.99. eBook 978-1-64802-729-1 \$85.

The U.S. military, as the core constituent of the Department of Defense, collectively represents the largest and most complex organization on earth. As such, the U.S. military implemented the largest formal OD programs in the world. These programs, from inception to present day, utilized diverse and evolving OD intervention typologies to garner congruence with the environment. The research for this book, accomplished using an inductive, grounded theory approach, examined the initiatives that fostered the use of OD intervention typologies. The findings revealed three major epochs of OD interventions that span a 50-year timeline. The epochs include: (1) Traditional OD; (2) Total Quality Management

(TQM); and (3) Continuous Process Improvement (CPI). The epoch of Traditional OD represents the use of human process interventions while TQM and CPI represent the use of technostuctural interventions. In the end, the relationship between organization design and culture, and the selection of OD intervention typologies, were best explained using variables that explicate diverse environmental occurrences that influenced senior military leaders' perceived need for specific OD interventions. These perceived needs were predicated on the requirement to exploit vital resources in an effort to bolster warfighting operational readiness in support of the American citizenry.

DIALOGICAL SELF THEORY



The Identity of Education Professionals Positioning, Training, and Innovation

Carles Monereo, Universitat Autònoma de Barcelona

A volume in the series *Dialogical Self Theory*

2022. Paperback 978-1-64802-830-4 \$52.99. Hardcover 978-1-64802-831-1 \$94.99. eBook 978-1-64802-832-8 \$85.

The 21st century and its many challenges (invasion of digital technology, climate change, health crises, political crises, etc.) alert us that we need new educational responses, led by new education professionals.

Research has shown that for these professionals to change in a substantial and profound way, they must change their identity, that is, the way in which they give meaning and meaning to their professional work.

This book exposes, based on one of the most current and advanced theories for analyzing identity change -the theory of the dialogical self-, what changes should take place and how to promote them in eleven fundamental professional profiles in current education (teachers of student-teachers, primary & secondary teachers, inclusive teachers, inquiring teachers, mentors, school principals, university teachers, academic advisors, technologic/hybrid teachers, Learning specialists & educational researchers).

ETHICS IN PRACTICE



Educating in Ethics Across the Professions A Compendium of Research, Theory, Practice, and an Agenda for the Future

Richard M. Jacobs, Villanova University

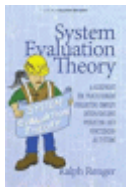
A volume in the series *Ethics in Practice*

2022. Paperback 978-1-64802-983-7 \$52.99. Hardcover 978-1-64802-984-4 \$94.99. eBook 978-1-64802-985-1 \$85.

Educating in Ethics for the Professions: A Compendium of Research, Theory, Practice, and an Agenda for the Future offers a state-of-the-art discussion on the part of applied ("professional") ethics educators who describe the teaching of ethics for their professions and who collectively represent a wide-ranging array of professions.

The volume begins with an overview of the topics, contested ideas, and challenges confronting applied ethics educators, across the generations, providing a foundation from which the concept of ethics education as an integral formation frames each contributor's historical overview identifying how research, theory, and practice have evolved in each profession to this day. These discussions then turn to the topics, contested ideas, and challenges emerging in contemporary discourse. Each discussion culminates with suggestions regarding what ethics educators must consider for the future. The volume closes with a synthesis of the commonalities among and differences between the discussions representing diverse professional perspectives, yet framing this history as well as identifying an agenda for teaching applied ethics in the future.

EVALUATION AND SOCIETY



System Evaluation Theory

A Blueprint for Practitioners Evaluating Complex Interventions Operating and Functioning as Systems

Ralph Renger, Just Evaluation Services (JESS), LLC

A volume in the series *Evaluation and Society*

2022. Paperback 979-8-88730-042-9 \$52.99. Hardcover 979-8-88730-043-6 \$94.99. eBook 979-8-88730-044-3 \$85.

Too often evaluation findings end up on the shelf! Why? Many interventions have several moving parts working together to achieve something each part cannot do independently. Unfortunately, many of the available evaluation approaches oversimplify this reality. A major reason for this is that evaluators do not have a blueprint to plan, and the associated methods to execute, an evaluation fit for this purpose. As such, they revert to using methods with which they are familiar, but are not suitable, for evaluating complex interventions. Consequently, the evaluation findings do not make sense to decisionmakers, so they are ignored. This book provides evaluators of all skill levels with a simple 3-step framework, System Evaluation Theory, that will lead to more actionable recommendations because the methods better capture the reality in which interventions operate; that is as a system.

The book first reviews the limitations of program evaluation approaches that pointed to a need for a different way of thinking, one grounded in systems. After defining a system, the book explains how SET is intentionally aligned to evaluate a system's two essential properties: interdependence and emergence. Individual chapters are dedicated to explaining how to execute each SET step. Throughout, the author draws on real-world examples and those from his own evaluations to help bridge the theory-practice divide. The reader is then shown how to use SET to develop actionable recommendations.

PUBLIC ADMINISTRATION & SOCIAL EQUITY



Multi-Sector Partnerships for the Public Good

Samuel L. Brown, Old Dominion University; Richard Gregory Johnson, University of San Francisco

A volume in the series *Public Administration & Social Equity*

2023. Paperback 979-8-88730-119-8 \$52.99. Hardcover 979-8-88730-120-4 \$94.99. eBook 979-8-88730-121-1 \$85.

What is the way that societies improve and solve problems? What is the purpose of business in society? Is there a role for markets and business in issues of civic good, justice, equality, education, environment, health or collective action? Current economic principles, which underpin our trust in markets are not value neutral. Therefore, how we design "market solutions" to problems should be the focus of vigorous and open debate. Multi-sector Partnership is a concept that has re-focused us on the meaning of the goods and social practices we value as citizens in a global society. Multi-sector partners emerge in society to offer innovative approaches to dealing with pressing, yet complex, social, economic and weather-related 21st century challenges.

Multi-sector partnerships, loosely defined as activities with an embedded social purpose, is about using skills from a range of sectors to craft innovative responses to address social problems. It aims at social impact but does not exclude economic wealth creation. Thus, it is not limited to the non-profit or social sectors but seeks to mobilize and align interests of diverse stakeholders in the social, public and private sectors by creating non-financial incentives for collective action. Multi-sector partnerships involve recognizing that social problems are potential opportunities for collaboration, building on existing social networks, harnessing market forces that combine and mobilize resources, inciting positive change in various domains, and designing solutions for sustainable development.

The purpose of this edited volume is to provide academic and practitioners with the essential conceptual frameworks and tools for creating successful Multi-sector ventures, initiatives, programs or partnerships that seek to tackle global social issues and collective action problems.

RESEARCH IN BEHAVIORAL STRATEGY



Innovation and Behavioral Strategy

T. K. Das, City University of New York

A volume in the series *Research in Behavioral Strategy*

2023. Paperback 979-8-88730-060-3 \$52.99. Hardcover 979-8-88730-061-0 \$94.99. eBook 979-8-88730-062-7 \$85.

Behavioral strategy continues to attract increasing research interest within the broader field of strategic management. Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics, markets, resources, and technology. The key roles of psychology, organizational behavior, and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped. Given that strategic thinking and strategic decision making are importantly concerned with human cognition, human decisions, and human behavior, it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the “objective” economics-based view with substantive attention to the “subjective” individual-oriented perspective. This calls for more focused inquiries into the role and nature of the individual strategy actors, and their cognitions and behaviors, in the strategy research enterprise. For the purposes of this book series, behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field. The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures. These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along, but were not adequately appreciated or brought together as a coherent sub-field or as a distinct perspective of strategy. This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship. More importantly, the book series will focus on providing a robust and comprehensive forum for the growing scholarship in behavioral strategy. In particular, the volumes in the series will cover new views of interdisciplinary theoretical frameworks and models (dealing with all behavioral aspects), significant practical problems of strategy formulation, implementation, and evaluation, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with potential for wider application of behavioral strategy. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the subject of behavioral strategy.

Innovation and Behavioral Strategy contains contributions by leading scholars in the field of innovation with an interest in researching behavioral perspectives. The 9 chapters in this volume deal with a number of significant issues relating broadly to the behavioral aspects of innovation, covering topics such as emotional climate for catalyzing innovation, leadership in open innovation, environmental disruptions, collaborative communities, performance of small-scale entrepreneurs, supply chain innovation alliances, new partner selection for innovation, cooptation in networks, and public-private innovation alliances. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on innovation and behavioral strategy.

RESEARCH IN HUMAN RESOURCE MANAGEMENT



Leadership

Leaders, Followers, and Context

James H. Dulebohn, Michigan State University; Brian Murray, University of Dallas; Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech

A volume in the series *Research in Human Resource Management*

2022. Paperback 978-1-64802-664-5 \$52.99. Hardcover 978-1-64802-665-2 \$94.99. eBook 978-1-64802-666-9 \$85.

As we enter the third decade of the twenty-first century, we are seeing a renaissance of context in influencing leadership, leader-follower relations, and leader effectiveness as well as a recognition of the tripartite nature of leadership. To fully understand and appreciate leadership, one must see the multiple parts of it as well as the connections among them. Leadership is multi-dimensional; leadership depends on leaders, followers, and context. Leadership research in the past three decades has been dominated by interest in neo-charismatic leadership styles and a focus on leader-member exchange in leader-follower relationships. Recently other approaches to leadership, such as ethical and authentic leaders, have garnered greater attention in response to the moral and ethical challenges in the workplace. Additionally, established approaches to leadership emergence and development have been challenged by their relevance to diverse work forces and issues of inclusion.

This twelve article volume includes an outstanding roster of established and emerging leadership authors who tackle questions of leadership at the intersections of leaders, followers, and context. The volume opens with two articles that set the stage for the current state of leadership research and paths for its future including a commentary by Edwin Locke and Gary Latham on current management research practices and an action-oriented review of leadership research from the start of the 21st century. The volume is organized around three themes: leadership and diversity, leader-follower relationships, and systems of leader, follower, and context. Articles in the volume advance diversity research with an integration of leadership and diversity theories that demonstrate the former's need for re-examination in light of the latter, a systematic development of inclusive leadership theory, and a close examination of immigrant ethnic identity. The authors of several articles expand our understanding of leader-follower relationships in the context of teams and alliances, the contextual boundaries of authentic leadership theory, and the authentic leader's potential impact on harassment in organizations. The volume culminates with three demonstrations of leadership as systems of leader-follower-context interaction, including a close examination of the toxic triangle's manifestation in university scandals, a micro-process model of power and leadership, and a configurational approach to studying leadership.

The volume is designed primarily for scholars in the fields of human resource management, organizational behavior, and leadership. It also well serves the needs of instructors and students in master's and doctoral courses in leadership or organizational behavior. Each article is grounded in managerial context that will appeal to practitioners in the field.



Managing Team Centricity in Modern Organizations

Brian Murray, University of Dallas; James H. Dulebohn, Michigan State University; Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech

A volume in the series *Research in Human Resource Management*

2022. Paperback 979-8-88730-024-5 \$52.99. Hardcover 979-8-88730-025-2 \$94.99. eBook 979-8-88730-026-9 \$85.

Managers are increasingly employing teams as a primary work unit in organizations, but they are struggling with how to effectively lead the emerging team structures. Intensifying the challenges that they are facing, work restrictions due to the Covid-19 pandemic hastened the move to remote work, flexible work arrangements, and virtual teams. The current volume of *Research in Human Resource Management* presents literature reviews, conceptual development, and original research evidence to inform the management of teams and spotlight new directions and approaches for team research in this evolving, complex, and dynamic environment.

This ten article volume includes an outstanding roster of established and emerging team scholars who define the future of team management research. The volume is presented in four parts. PART ONE introduces perspectives on the science of team research. Joshua Strauss and James Grand present the systems thinking perspective as an alternative to more traditional IPO and multi-level covariation models. Patrick Rosopa introduces a machine learning approach to inductive team research for complex networks and dynamic variable relationships. PART TWO includes three articles that address team performance. Gabe Dickey and colleagues present a model of performance management, leadership, and engagement. Akvile Mockeviciute and colleagues systematically review the feedback literature for teams and present a model of performance enhancement. John Austin provides a qualitative study that steers transactive memory research in a new direction for teams accessing external expertise. PART THREE offers two articles on individualized flexible work arrangements among team members and their effect on team outcomes. Miriam Baumgartner and Martina Hartner-Tiefenthaler offer script development and a reflexivity process to address the negative impact of uncoordinated team member job crafting. Chenwei Liao presents empirical evidence about the team efficacy and performance outcomes from servant leadership in managing the i-deals process for team members. PART FOUR includes two articles that address the rising presence of virtual teams by looking at electronic communication and its implications for diverse team members. Julio Canedo and colleagues review literature regarding diversity and virtual teams to inform the development of a model that links measures of diversity and the intervening experience of diversity, types of electronic communication, virtual team processes, and team outcomes. Bill Bommer and James Schmittke present an empirical study addressing the question of whether team member behavior is different in virtual meetings than face-to-face and whether there is a gender implication for the change to videoconferencing.

The volume is designed primarily for scholars in the fields of human resource management, organizational behavior, and industrial-organizational psychology. It also serves the needs of instructors and students in master's and doctoral courses in industrial-organizational psychology, human resource management, or organizational behavior. Each article is grounded in managerial context that will appeal to practitioners in the field.



Forgotten Minorities in Organizations

Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech; Brian Murray, University of Dallas; Kimberly M. Lukaszewski, Wright State University; James H. Dulebohn, Michigan State University

A volume in the series *Research in Human Resource Management*
2023. Paperback 979-8-88730-184-6 \$52.99. Hardcover 979-8-88730-185-3 \$94.99. eBook 979-8-88730-186-0 \$85.

People have long made invidious distinctions between individuals (e.g., the clean and the unclean, good and evil, black and white, sacred and profane, etc.) (Smith, 1996), and these distinctions affect the degree to which individuals experience prejudice, unfair discrimination, and oppression in organizations and society as a whole. As a result, there has been an increased interest in research on these distinctions and unfair discrimination in organizations. Despite this research, most of the studies have focused on only a subset of minorities including African Americans, women, older workers, and people with physical disabilities (Dipboye & Colella, 2005). A number of other minorities have been forgotten or neglected by organizational researchers including people with neurological or psychological disabilities, veterans, Native Americans, people with a criminal history, and those who come from low socioeconomic or poor backgrounds. Thus, the primary purposes of this issue of Research in HRM is to foster research on “Forgotten Minorities” or those who are members of groups that have been excluded from organizations and neglected by organizational research. In view of these arguments, this issue (a) presents a brief review of the organizational research on the exclusion and repudiation of people who are forgotten minorities, (b) offers directions for future research on these outgroup members, and (c) considers key implications for practice that can facilitate the inclusion of forgotten minorities in organizations.



The Plight of Stigmatized Groups in Organizations

Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech; Kimberly M. Lukaszewski, Wright State University; Julio C. Canedo, University of Houston–Downtown; Brian Murray, University of Dallas; James H. Dulebohn, Michigan State University

A volume in the series *Research in Human Resource Management*
2023. Paperback 979-8-88730-289-8 \$52.99. Hardcover 979-8-88730-290-4 \$94.99. eBook 979-8-88730-291-1 \$85.

People are often stigmatized by virtue of their status on such dimensions as race, ethnicity, gender, age, weight, disability, or sexual orientation, and this book deals with the plight of those who are stigmatized in organizations. For example, they often experience prejudice, unfair discrimination, mistreatment, and exclusion from organizations and society as a whole. As a result, there has been an increased interest in developing ways to decrease the negative experiences of stigmatized groups, increase their inclusion in organizations, and ensure that they have the opportunity to enjoy a satisfying work life. Despite an increased interest in decreasing the negative experiences of stigmatized groups, most of the studies in human resource management (HR) and organizational behavior (OB) have focused on only a subset of these individuals including African-Americans, women, older workers, and people with physical disabilities (Dipboye & Colella, 2005). A number of other stigmatized groups have been practically neglected by organizational research including people with psychological disabilities (e.g., anxiety and depressive disorders), Asian Americans, immigrants, those with foreign accents, individuals with different sexual orientations, people who are single in organizations, women entering the corporate suite, and adolescents. Thus, the primary purposes of this issue of Research in HRM is to consider research on the plight of stigmatized groups in organizations, and foster research on those groups who have been neglected in organizational research.

In view of these arguments, this issue (a) presents a brief review of the research on the plight of several stigmatized groups in organizations (e.g., Asian Americans, those with psychological disabilities, people who are single, women entering the corporate suite, and individuals with different sexual orientations), (b) identify needed research on these stigmatized groups, (c) offer directions for future research, and (c) consider the implications for practice that can decrease the negative experiences of these group members, and facilitate their inclusion in organizational settings.

RESEARCH IN MANAGEMENT CONSULTING



Digital Transformation Organizational Challenges and Management Transformation Methods

Emmanuel Monod, Paris-Dauphine University; Yuewei Jiang, UCMT

A volume in the series *Research in Management Consulting*

2023. Paperback 979-8-88730-204-1 \$52.99. Hardcover 979-8-88730-205-8 \$94.99. eBook 979-8-88730-206-5 \$85.

Whereas digital transformation, considered from the standpoint of strategy, suggests a direct link with business benefits, questions linger about the implementation of digital technologies that often result in a lack of return on investment. Many consulting trends adopt a technology-centered approach, assuming that AI, IoT, data analytics, or robotics, would lead to business performance. Yet, most of the time, organizational factors are neglected, especially hidden costs or hidden work. Moreover, unexpected consequences are overlooked, such as resistance to change. Digital transformation is a practical problem for managers. Are IS implementation approaches such as agile methods to Socio-Technical Systems (STS) sufficient to tackle these issues? This book suggests starting from organizational transformation, in essence, independently from technology with methods such as Business Process Management (BPM), Socio-Economic Approaches to Management (SEAM) or Organizational Development (OD).

Overall, whereas technology-centered approaches have been associated with numerous unintended consequences and failures with previous generations of technologies (e.g., ERP or KMS), process-centered and human-centered approaches may represent a less risky approach to digital transformation implementation.

This volume focuses on evaluating the potential performance improvements and risks of digital transformation and ways to assess how technology may support work and organizational goals. Therefore, whereas written by both academics and practitioners, this book has been written for all managers in companies and institutions in order to help them achieve digital transformation success.

RESEARCH IN ORGANIZATIONAL SCIENCE



Crisis, Chaos and Organizations The Coronavirus and Lessons for Organizational Theory

Daniel J. Svyantek, Auburn University

A volume in the series *Research in Organizational Science*

2022. Paperback 978-1-64802-779-6 \$52.99. Hardcover 978-1-64802-780-2 \$94.99. eBook 978-1-64802-781-9 \$85.

The COVID-19 pandemic provides an illustration of how chaotic changes to large systems are caused by small, seemingly insignificant environmental events such as the initial case(s) of COVID-19 in China. From this small starting point for the pandemic, there have been (and continue to be) millions of lives lost and trillions of dollars spent trying to alleviate the effects of the COVID-19 pandemic. World government and corporate leaders are striving to deal with this pandemic, but uncertainty is felt across the globe.

Unprecedented strategies (e.g., the United States government's multi-trillion-dollar stimulus package (s)) have been used to halt the spread of COVID-19. These small events cascade throughout larger and larger systems leading to unforeseeable consequences. Organizations must experiment and make decisions on how to react. Decisions must be made and implemented to see what the effects of these decisions are.

The chapters in this volume provide important insights for all organizations during this time of crisis. The chapters express bottom-up and top-down approaches to a crisis-initiating environmental change by organizations. The chapters provide insight into the way organizations perceive the effect of COVID-19 as 1) a permanent or transitory change in the organization's environment; and 2) as a crisis or opportunity. Taken together, the chapters provide both scientists and practitioners with a starting point for understanding the impact of COVID-19 on organizational theory and on management practice for readers.

RESEARCH IN SOCIAL ISSUES IN MANAGEMENT



The Future of Scholarship on Race in Organizations

Eden B. King, Rice University; Quinetta M. Roberson, Michigan State University; Mikki R. Hebl, Rice University

A volume in the series *Research in Social Issues in Management*

2022. Paperback 978-1-64802-841-0 \$52.99. Hardcover 978-1-64802-842-7 \$94.99. eBook 978-1-64802-843-4 \$85.

Since the term “workforce diversity” was first coined in the 1990s, the topic has received consistent and increasing attention by researchers. Over the last 30 years, a body of theory and research has amassed which recognizes diversity as an important work unit characteristic and explored its influence on organizational functioning and performance. Despite these advancements, the field is at a critical juncture where new ideas, emphases, theories, predictions and approaches are needed to propel our understanding of the meaning, import and functioning of diversity in organizations. Accordingly, this volume looks to the future of diversity work, both with regard to the content of the chapters and to the contributors. We endeavored to give a voice to emerging scholars who are the future of our field and can help to set a future research agenda to push our understanding of diversity in organizations. The scholars raise new and provocative questions about race in organizations that deliberate on the state of our science, our understanding of complex experiences of race, and a more nuanced view of race in terms of intersectionalities. Overall, each of these chapters provokes the status quo and, in so doing, offers a fresh perspective on the study of diversity in general and race and racism more specifically. We believe the end result is a more comprehensive exploration of the phenomenon and the development of an exciting future research agenda.



The Future of Scholarship on Diversity and Inclusion in Organizations

Eden B. King, Rice University; Quinetta M. Roberson, Michigan State University; Mikki R. Hebl, Rice University

A volume in the series *Research in Social Issues in Management*

2023. Paperback 978-1-64802-824-3 \$52.99. Hardcover 978-1-64802-825-0 \$94.99. eBook 978-1-64802-826-7 \$85.

The current volume, the fourth in the series, provides a broad look at the meaning and understanding of diversity and inclusion in organizations. The contributors to this book look toward the future of D&I in organizations and the scholarship of these phenomena. This future focus references not only the content of the chapters-- which we hoped would offer new ideas, emphases, theories, and predictions-- but also to the contributors, emerging scholars who are the future of the field. Indeed, the chapters in this volume offer new perspectives on diversity in organizations, problematize existing perceptions and practices, and offer potential directions for change. Together, the questions and ideas offered these chapters generate a path forward for a thoughtful and nuanced view of D&I in future organizational science. In spite and because of their critiques of the status quo, the scholars and scholarship highlighted here provide hope for positive change.

RESEARCH IN STRATEGIC ALLIANCES



Managing Interpartner Cooperation in Strategic Alliances

T. K. Das, City University of New York

A volume in the series *Research in Strategic Alliances*

2022. Paperback 978-1-64802-960-8 \$72.99. Hardcover 978-1-64802-961-5 \$104.99. eBook 978-1-64802-962-2 \$85.

Managing Interpartner Cooperation in Strategic Alliances is a volume in the book series Research in Strategic Alliances that focuses on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series also includes comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series seeks to disseminate theoretical insights and practical management information that should enable interested professionals to gain a rigorous and

comprehensive understanding of the field of strategic alliances.

Managing Interpartner Cooperation in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 12 chapters in this volume deal with significant issues relating to the management of interpartner cooperation in strategic alliances. These issues run the gamut covering legitimation, competition-cooperation angst, cooptation, identity bridging role of trust, linkages between trust and contract, multipartner innovation, R&D collaboration, knowledge flows, open innovation, paradoxes of cooperation, partner diversity, and whether or not to cooperate. The chapters contain empirical as well as conceptual treatments of selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on managing interpartner cooperation in strategic alliances.

RESEARCH IN STRATEGY SCIENCE



Managerial Practice Issues in Strategy and Organization

T. K. Das, City University of New York

A volume in the series *Research in Strategy Science*

2023. Paperback 979-8-88730-021-4 \$52.99. Hardcover 979-8-88730-022-1 \$94.99. eBook 979-8-88730-023-8 \$85.

The field of strategy science has grown in both the diversity of issues it addresses and the increasingly interdisciplinary approaches it adopts in understanding the nature and significance of problems that are continuously emerging in the world of human endeavor. These newer kinds of challenges and opportunities arise in all forms of organizations, encompassing private and public enterprises, and with strategies that experiment with breaking the traditional molds and contours. The field of strategy science is also, perhaps inevitably, being impacted by the proliferation of hybrid organizations such as strategic alliances, the upsurge of approaches that go beyond the customary emphasis on competitiveness and profit making, and the intermixing of time-honored categories of activities such as business, industry, commerce, trade, government, the professions, and so on. The blurring of the boundaries between various areas and types of human activities points to a need for academic research to address the consequential developments in strategic issues. Hence, research and thinking about the nature of issues to be tackled by strategy science should also cultivate requisite variety in issues recognized for research inquiry, including the conceptual foundations of strategy and strategy making, and the examination of the critical roles of strategy makers, strategic thinking, time and temporalities, business and other goal choices, diversity in organizing modes for strategy implementation, and the complexities of managing strategy, to name a few. This book series on Research in Strategy Science aims to provide an outlet for ideas and issues that publications in the field do not provide, either expressly or adequately, especially as regards the comprehensive coverage deserved by certain emerging areas of interest. The topics of the volumes in the series will keep in view this objective to expand the research areas and theoretical approaches routinely found in strategy science, the better to permit expanded and expansive treatments of promising issues that may not sufficiently align with the usual research coverage of publications in the field.

Managerial Practice Issues in Strategy and Organization contains contributions by leading scholars on significant issues relating to managerial practices in the field of strategy science research. The 11 chapters in this volume cover the topics of Big Science collaborations, open innovations in pharmaceutical companies, complementary roles and relative optimism of company CEOs, CFOs, and Board Chairs, business modelling, management of uncertainty, meta-management practices, proximity in innovation networks, institutional logics in alliances, and using technology in teaching. The chapters collectively present a wide-ranging review of the noteworthy research perspectives on the managerial practice issues in strategy and organization.

THE ISEOR SERIES



Socio-Economic Approach to Management Treatise Theory and Practices

Henri Savall, ISEOR and Jean Moulin University; Veronique Zardet, ISEOR and Jean Moulin University

A volume in the series *The ISEOR Series*

2023. Paperback 979-8-88730-262-1 \$124.99. Hardcover 979-8-88730-263-8 \$139.99. eBook 979-8-88730-264-5 \$85.

The result of half a century of research and experimentation in economics and management, this Treatise is intended for management practitioners. Socio-economic management (SEAM) makes the demands of humanism in professional life and sustainable economic prosperity compatible. It is illustrated with numerous cases from 2,150 companies and organizations from a wide variety of sectors and presents observed and measured results. Most of these chapters are written jointly by managers or executives of companies and organizations, and scholars or consultants involved in the pilot actions.

This book is the work of 193 authors, from 16 countries and 4 continents, practitioners or academics in management sciences and management. This reflects the diversity of national and sectoral contexts of SEAM applications. Some chapters situate this concept in relation to the major currents of current thought. Each chapter is preceded by abstracts in French, English and Spanish. The prefaces, signed by Herman Aguinis and Rene Ricol, show the scope of socio-economic theory and management beyond the borders of the company. The book illustrates the international influence (48 countries) of the innovative and robust methods created and developed by the ISEOR team.

Socio-economic theory constitutes a "breakthrough innovation", both in terms of its conceptual contribution and the practical methods and tools of its applications. This holistic approach touches on the different functions of the company and its multiple problems. It provides a structured change management method, focused on stimulating Human Potential and on self-financing the development of the company or organization, through the periodic recycling of hidden costs.

TRANSFORMING EDUCATION SYSTEMS



Design Thinking Research, Innovation, and Implementation

Karen L. Sanzo, Old Dominion University; Jay Paredes Scribner, Old Dominion University; Jason A. Wheeler, Floyd County Public Schools; Kate Wolfe Maxlow, Hampton City Schools

A volume in the series *Transforming Education Systems*

2022. Paperback 978-1-64802-635-5 \$52.99. Hardcover 978-1-64802-636-2 \$94.99. eBook 978-1-64802-637-9 \$85.

Design thinking is a human-centered problem-solving process that organizations can use to address wicked and complex problems of practice. Within the PK-12 space, design thinking has been employed to engage educators in an innovative approach to address challenges like curriculum redesign, instructional engagement, and designing physical spaces. The use of design thinking in the PK-12 space is a result of the evolution of an organizational improvement process that puts people at the center of problem-solving initiatives. Design thinking is seen as both a process and a mindset that enables people to look at problems in new ways and address these problems through creative approaches.

In this book we share case studies of PK-12 schools and other educational organizations that have used design thinking, as well as research studies that have studied aspects of design thinking in the PK-12 space. We have brought together a variety of research-based and illustrative case studies around design thinking in PK-12 education that explore the development and implementation of design thinking in practice.

NO SERIES



Back to a New Normal

In Search of Stability in an Era of Pandemic Disruption – Insight from Practitioners and Academics

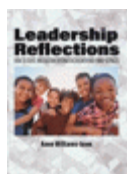
S. Charles Malka, Sullivan University; Robert H. Tiell, Psychology Resource Group

2022. Paperback 978-1-64802-821-2 \$52.99. Hardcover 978-1-64802-822-9 \$94.99. eBook 978-1-64802-823-6 \$85.

This book aims at exploring the profound effects of Covid-19 on people's ways of life at home and at work, and offers strategies and expert advice for 'survival' as the world finds itself in a new reality that has formed by the pandemic. At the very core of Back to a New Normal is the premise that the virus, which continues to infect more than 137 million individuals worldwide and has caused millions of deaths, has also triggered radical changes within individual and organizational levels.

At the same time, it opened opportunities that ignited human ingenuity and tested human adaptation. Taming the pandemic is urgent and essential but it is just the first step. Just as critical, is the need to be better prepared for future pandemics that are sure to occur. Focusing primarily on the latter, the book's chapters follow a how to approach by exposing the severity of Covid-19's impact on the behaviors of people and organizations, and effective ways for managing the pandemic's unfolding consequences with an eye on the future.

For that purpose, we asked a group of experts from the academia and practitioners from various fields to share their know how and experience dealing with the consequences of the pandemic, and offer strategies for coping with its harmful effects. This book follows in that vein.



Leadership Reflections

How to Create and Sustain Reforms in Children and Family Services

Anne Williams Isom, Fordham University

2022. Paperback 978-1-64802-966-0 \$52.99. Hardcover 978-1-64802-967-7 \$94.99. eBook 978-1-64802-968-4 \$85.

It is more important than ever to share best practices with emerging leaders in the social services and education fields, as leaders and students need to understand the practical application of policies and theories. This book will address the recurring theme of leadership development, collaboration with communities and the importance of diverse teams to bring about systemic change and large scale reforms.

Leadership Reflections can be used as a guide to provide important insights and tools that can be used by a diverse group of leaders and students in the social services and education fields. Recent events in this country are exposing more people to the disparities and inequities that exist for black and brown people. These disparities have to be addressed with a variety of different strategies. This book addresses one such area; the urgent need to reduce these disparities and dismantle the systemic obstacles that continue to stand in the way of families, children and communities thriving.



Macroeconomics of Western Balkans in the Context of the Global Work and Business Environment

Mirjana Radović-Marković, Business Academy University; Borislav Đukanović, University of Donja Gorica

2022. Paperback 978-1-64802-914-1 \$52.99. Hardcover 978-1-64802-915-8 \$94.99. eBook 978-1-64802-916-5 \$85.

In recent years, there has been an increase in new forms of employment. Namely, thanks to the use of platforms in business and the emergence of the "gig economy", there are gradual changes in this domain. These include part-time, temporary, informal, and unpaid family work. This type of employment can be defined as any job, but only of short or uncertain duration.

The experiences gained by the countries of the European Union, as well as the countries of the Western Balkans from the COVID-19 crisis, during which they used new technologies in work, should in the future make working systems even more adapted to the digital age.

At last, whether working from home is the product of one's own choice or is the result of a pandemic or other environmental shock, the change in the way work is done is real and governments must understand the implications and take steps to position their economies accordingly.



A Primer on Business Analytics Perspectives from the Financial Services Industry

Yudhvir Seetharam, University of the Witwatersrand

2022. Paperback 978-1-64802-818-2 \$52.99. Hardcover 978-1-64802-819-9 \$94.99. eBook 978-1-64802-820-5 \$85.

This book will provide a comprehensive overview of business analytics, for those who have either a technical background (quantitative methods) or a practitioner business background. Business analytics, in the context of the 4th Industrial Revolution, is the “new normal” for businesses that operate in this digital age. This book provides a comprehensive primer and overview of the field (and related fields such as Business Intelligence and Data Science). It will discuss the field as it applies to financial institutions, with some minor departures to other industries. Readers will gain understanding and insight into the field of data science, including traditional as well as emerging techniques. Further, many chapters are dedicated to the establishment of a data-driven team – from executive buy-in and corporate governance to managing and quantifying the return of data-driven projects.



Co-Creating Talent and Human-Centered Organizations Organization Development (OD) Perspectives

Justine Chinoperekweyi, Centre for Organization Leadership and Development

2023. Paperback 979-8-88730-286-7 \$52.99. Hardcover 979-8-88730-287-4 \$94.99. eBook 979-8-88730-288-1 \$85.

As we dive deep into the humanistic paradigm – in society and in business, the models and narrative of business must change. The human-centric dynamic places people at the center of sustainable value creation. Therefore, leaders must shine the light on talent and people. The book *Co-Creating Talent and Human-Centered Organizations: Organization Development (OD) Perspectives* is an elaboration of the concepts to developing talent masters and build high-value organizations through cultivating enduring human capabilities and tapping into our collective capacities. Based on the OD field’s fundamental values, the focus is, therefore, on enhancing the capacity of leaders to build resilient organizations. The book is informed by the realization that most organizational routines and boundaries inhibit and deplete enduring human capabilities and tendencies. Recognizing that organizations are open organizational systems, the book creates space for readers, leaders, managers, and OD professionals to continually reframe their cognitive and emotional frameworks towards high-value organizational cultures that would help co-create sustainable futures.

Leveraging on the informal interpretations, impressions, insights and interventions of Organization Development (OD) ‘tacit knowledge’ and ‘deep smarts’, this book focuses on concepts targeted at charting the talent journey, identify cultural gaps in the workforce, modernize the learning & development architecture, and enhancing intentional change effort and purposeful enactment across all organizational members. The book leverages on Organization Development (OD) science, theory, practices, and values; and the role of Appreciative Leadership in developing talent in contemporary organizations. Whole System Thinking and co-creation of possibilities are central principles in this book. The book is informed by the increasing need for organizations to holistically prioritize the talent agenda and continuously drive competitiveness and performance through workforce optimization approaches. This is necessitated by the emergence of multi-generational workforce, the pervasive impact of technology, increasing talent mobility, shifts towards increased reliance on virtual teams, and the effects of globalization on the talent landscape.



Combating Workplace Violence Creating and Maintaining Safe Work Environments

Felix P. Nater, Nater Associates, Ltd.; David D. Van Fleet, Arizona State University; Ella W. Van Fleet, Professional Business Associates

2023. Paperback 979-8-88730-242-3 \$52.99. Hardcover 979-8-88730-243-0 \$94.99. eBook 979-8-88730-244-7 \$85.

Today the threat of violence impacting worker safety and business operations is a major concern. It is crucial that thoughtful violence prevention policies and supporting violence response plans be developed before any incidents occur in order to properly prepare to use, respond, engage, and react appropriately. Once violence begins or ends is not good enough. The threats are real, and the risks must be managed. A violent threat from a current or former employee, domestic violence or relationship violence spillovers, and the threat posed by criminals committing crimes against people and property are concerns for which all organizations must prepare. Incident avoidance is not acceptable – indeed, most likely not possible. Our job is to make it manageable.

This book, *Combating Workplace Violence*, provides a basic understanding of workplace violence as well as prevention policy and plan development in nontechnical terms. The key to the successful development and implementation of a workplace prevention policy is the collaborative proactive leadership of company executives and management and the assistance of a qualified, reputable consultant. While the information and tools contained here are designed to serve as a baseline for any organization's solution to workplace violence, the material is useful to inform and educate any member of an organization. The unique framework (V-REEL®) for analyzing the organization's internal environment to determine what can be done to try to eradicate or reduce workplace violence is especially useful. Ancillaries following each chapter provide additional information and tools to assist your planning. We envision this book being used to inform managers, human resource professionals, workers, and academics in all types of organizations. Hopefully, using the material and framework of this book, more organizations will develop policies, procedures, and practices to prevent workplace violence.

ENDORSEMENTS:

"This book is a must-read for business leaders and threat assessment professionals. Felix Nater shares his years of experience and expertise on a very difficult and dynamic topic and delivers a comprehensive guide to identify, assess, and mitigate workplace violence hazards. Felix highlights why workplace violence prevention is a shared responsibility across the entire organization and that successful programs are championed from the top down. This book will help any organization create a culture of workplace violence awareness and instill employee confidence in leadership to provide a safe and secure work environment." — Gary Thompson, County of Santa Barbara, California

"This book should be required reading for all company executives. Felix's insights on workplace environment disciplines are integral in demonstrating employee commitment from the top down. Fortunately, I have had experience working with Felix in a yeoman capacity where we learned from each other. Felix articulates employee commitment through well-structured practices. I highly recommend his approach provided in this book. The authors are on target. I'm also proud to have his valued friendship." — Thomas Rosati, U.S. Postal Service, Suffolk County, NY.

"This book explores the enterprise approach to preparing and responding to violence in the workplace, in a way few have attempted to tackle. As a co-author, my familiarity with Felix Nater's depth of knowledge in the subject shines bright through each chapter. This book is a must-read for Physical Security, Human Resources, General Council, all the way to the C-Suite." — William Davis, The Carolinas.

"This book captures the realities facing the workforce in a Post Covid-19 world. 'Today,' unlike any previous time in history, the workforce has work options that increase workforce security considerations. It is precisely here that so many of us get stuck. Having a thought process drives the discussion in protecting an organization, beyond the physical security 'gates, guns, and guards' mentality that characterizes most safety and security programs. Felix Nater, and his co-author capture, and document what is needed in creating a sound workplace violence program. You will learn to empower your team with this no-nonsense guide to eliminating excuses and speaking the truth about workplace violence within the workforce workplace environments." — Victor Hayghe, Health Care Industry



School Administrator Succession Planning Identifying High-Impact Practices, Programs, and Frameworks in P-12 Schools

Lou L. Sabina, Stetson University

2023. Paperback 978-1-64802-929-5 \$52.99. Hardcover 978-1-64802-930-1 \$94.99. eBook 978-1-64802-931-8 \$85.

Across the United States and globally, school districts are regularly facing a shortage of both willing and highly qualified candidates to assume positions as school leaders. A number of factors have contributed to this shortage including but not limited to: (1) retiring baby boomers leaving P-12 schools (ex. Aaronson & Meckel, 2009; Carlson, 2004; Parylo & Zepeda, 2015; Wiedmer, 2015), (2) shifting demographics and population changes across the United States workforce and schools (ex. Betts, Urias, & Betts, 2009; Brimley, Garfield, & Verstegen, 2005; Brown, 2016; Miller & Martin, 2015; Mordechay & Orfield, 2017), (3) increasing demands for school administrators making the position less desirable (ex. Grissom, Loeb, & Mitani, 2015; Lortie, 2009; Norton, 2002; Yan, 2019), and (4) the shift of schools to 21st Century Learning centers, which have changed the role of school administrators (ex. Crow, Hausman, & Scribner, 2002; Huber, 2014). According to the National Bureau of Labor Statistics, the current demand for school principals continues to increase (Occupational Outlook Handbook, 2019) and will accelerate in the coming 10-20 years. Because of the high need for school administrators, many schools and school districts are creating unique, targeted, and innovative programs to find principals who can meet the changing needs in our school system.



Strategy in His Image

Supporting and Sustaining Organizational Strategy From a Christian Perspective

Joe M. Ricks, Xavier University of Louisiana; Richard Peters, Xavier University of Louisiana

2023. Paperback 979-8-88730-245-4 \$52.99. Hardcover 979-8-88730-246-1 \$94.99. eBook 979-8-88730-247-8 \$85.

This book is intended to contribute model bases on a faith-inspired, biblically based perspective that is consistent with the needs of strategicorganizational leadership. We address the spiritual leadership and spirituality at work literature from a Christian perspective. We argue that it is critical for organizations to reconcile workplace spirituality with strategic thinking and business operations because religious identity is still very important in the United States, and we present a model to accomplish this reconciliation. While we are not theologians, in presenting our model we do engage in the theological discussion of the relationship between man and God particularly in the context of business. While we review the evolution of the spiritual leadership and spirituality at work literature along with the limited literature that examines these concepts from a Christian perspective, we identify significant obstacles that have thus far kept these concepts on the fringes of general management thinking and practices. After identifying the challenges associated with a Christian approach to the spirituality literature, we offer a model with four principles for Strategic Spirituality based on a Christian perspective of biblical interpretations that also offer the requisite pragmatism for strategic thinking and organizational implementation.

The four principles include:

1. Subsidiarity with Solidarity – Subsidiarity is a principle of decentralization coming for the Catholic social tradition whereby decision-making done at the organizational level with the greatest familiarity and the individual empowerment and is moderated by solidarity or a unity of common mission.
2. Stewardship – requires resources and opportunities be dutifully managed in order to promote sustainability and social well-being.
3. Support and Empowerment – relates to the creation of an organization with Christian principles where Christian and Non-Christians are supported and empowered for individual growth and organizational success.
4. Synergy – allows organizations to remain focused on their ideals but flexible in their implementation.

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