

## **The Key to Establishing a Publication Record**

### **1. Hard Work**

There is no substitute for hard work. Good research takes time and effort. There are few short cuts. Anyone who has attempted to send in ill-formed papers to journals finds out very quickly that there is no substitute for the hard work that goes into a programme of research. Reviewers can be brutally honest. It is not a good experience. You don't like shoddy research so don't try to palm it off on others yourself.

Devote sufficient time to develop, theorise, plan, and implement research.

### **2. Focus**

Hard work is not enough. You can work yourself to death and still get nowhere unless you have a sense of direction. You need to be focussed on what you are doing. Initially there is a tendency for new researchers to flirt with a number of ideas and problematics. For example, one minute a person may be interested in health-care problems in Canada, the next minute he or she may be interested in the impact of NAFTA on the airline industry, and then s/he may move on to an interest in the relationship between gender and new theories of management. If there is no coherent link between one area of interest and another the new researcher may find that s/he is spending little time on a number of projects rather than focussed time on a coherent programme of work. My own research is centred around issues of gender discrimination and social change.

Develop a coherent programme of research.

### **3. Identity**

If you want your work to be known an important strategy is to develop a sense of identity between your self and an aspect of research. For example, think of Joanne Martin and you think of organizational culture. Think of Hugh Willmott and you think of critical theorising on management. Think of David Collinson and you think of masculinity and work. Think of David Knights and you think of postmodernism and workplace relations. My own research identity is association with gender and organizational analysis.

Establish a research identity.

### **4. Pipeline**

If you want to establish a consistent pattern of publishing you need to develop an academic pipeline. An academic pipeline is a series of research projects that are in different stages of development. In order to develop a pipeline you will need to become involved in a number of research activities that include grant applications, the development of research projects, conference papers, journal articles and, perhaps, book proposals.

By way of example, here is my own academic pipeline as of 11<sup>th</sup> March 2002:

1. Research into the Gendering of Air Canada. This is an ongoing project that involves interviews, archival research and content analysis. It is funded by SSHRC and has just over one year left to run. The data being collected will form the basis of future articles.
2. Paper on gender and the development of the Catholic Church: To be published in April 2002 in Tamara, the journal of radical postmodernist organization theory. This arose out of a conference paper from 1996. Without that conference paper I would not have had the 2002 publication. It was rejected by a journal in 1997, then a much revised version submitted to Tamara in March 2001. After more changes it was accepted in the Fall of 2001.
3. Paper on gender, organization culture and historiography: To be published in June 2002 in Gender, Work & Organization. This arose from a conference paper in 1998. It was submitted in late 2000 and accepted mid-year of 2001.
4. Paper on exploring gender and organizational culture. To be published in June 2002 in Culture and Organization. This arose out of discussions with a Finnish colleague in 1998 for a book. The publisher Harwood Press and the journal editors accepted the book and a special issue of the journal.
5. Editing Special Issue of the journal Culture and Organization. To be published in June 2002.
6. Edited book on Gender, Identity and the Culture of Organizations. To be published in June 2002 by Routledge Press, London.
7. Paper on management thought and the cold war: To be presented May 2002 at ASAC conference. This rose directly from an assignment to Ph.D students and will form the basis of later publications.
8. Paper on work-family conflict: Accepted for presentation and proceedings for the May 2002 at ASAC conference. This rose directly from Ph.D supervision/assignment and will form the basis of later publications.
9. Paper on feminism and psychoanalysis. To be presented July 2002 at international conference. This rose directly from an assignment to Ph.D students and will form the basis of a later publication.

10. Paper on postmodernism and strategy: To be presented at international conference in July 2002. This rose directly from Ph.D class-work and will form the basis of later publications.
11. Paper of sensemaking, media and organizational crisis. To be presented at international conference in July 2002. This rose directly from Ph.D class-work and will form the basis of later publications.
12. Second paper on management thought and the cold war: To be presented July 2002 at international conference. This rose directly from an assignment to Ph.D students and will form the basis of later publications.
13. Paper on Masculinity and the Making of Trans Canada Air Lines: This has been accepted for presentation and the proceeding of the 6<sup>th</sup> International Conference of IFSAM meeting in Australia in July. The research arose out of the SSHRC-funded project and will mean a definite publication (i.e., proceedings) in July 2002.
14. Second paper on work-family conflict. To be presented July 2002 at international conference. This rose directly from Ph.D supervision/assignment and will form the basis of later publications.
15. Article on feminism and gender: To be published Fall 2002 in Journal of Management Psychology. This rose directly from an assignment to Ph.D students.
16. Book review. To be published in September 2002 in Canadian Sociological Review. This was unsolicited. My name was recommended to the CSR by other researchers.
17. Book chapter on management and organizational rules: To be published in an edited book in late 2002. This arose out of discussions on shared research interests with a colleague in January 2001.
18. Co-organizer of stream on Cold War and Management thought at 3<sup>rd</sup> international Critical management theory conference, Lancaster University, July 2003. Stream proposal accepted in early 2002. This arose from discussions with a colleague that I approached to do joint work on the subject. This conference stream will lead to the basis on a book on the subject.

19. Book on the gendering of British Airways. Accepted by U of Ottawa Press in 1995. Completed work handed in Fall 2001. Awaiting further notice. This arose out of a previous SSHRC grant in 1990-93.
20. Book on gender and micro politics of resistance. The book proposal is currently being developed. This arose out of discussions with a colleague at a conference in July 2000.
21. Editor of ASAC E-Bulletin. This arose out of an approach in 1999 to stand for the ASAC Executive.
22. Vice President (Communications) ASAC: This arose out of an approach in 1999 to stand for the ASAC Executive. I first began presenting papers at ASAC conferences in 1987.
23. Conference Co-Chair, ASAC 2003 annual conference (Halifax), June 2003: This arose out of an approach in 1999 to stand for the ASAC Executive.
24. Book chapter on gender and organization. To appear in an edited collection sometime in 2003. I was approached over the email to work on this project.
25. Text Book on OB: Under contract with Garamond Press. Expected to appear in 2004. This arose out of earlier dealing with the publisher and the success of an earlier book.
26. 3<sup>rd</sup> Edition of Reading Organization Theory. Work in progress. Expected to appear January 2003. This arose out of the success of the two earlier editions.
27. Paper on gender and early years of Air Canada: under review by a major journal. Began life as a 2001 conference paper.

### Summary

You will notice that publications will begin to appear from April 2002 through to early 2004. Many of the publications have taken years to come to this point and are based on earlier conference papers or discussions with colleagues, publishers, etc. The process often takes time, years. Don't be discouraged. Keep at it. Approach each thing not as an end in itself but as a part of the pipeline. Before you know it you'll have a number of things on the go. This may be strenuous at first but after a while you are just adding an item at a time as other (published) items move off the list. Not everything works out. The publisher Robert Maxwell once said that he is successful only twice in every one

hundred things he attempts but that means he is often more successful than people with far fewer attempts. With an academic pipeline you are not relying on one single thing to pan out.

There will be rejections. This year I have had one conference paper rejected, one journal article rejected, and one proposal for a conference stream rejected. Despite the other things that I have achieved this still hurts. Even some of the successes can come with nasty reviews – as in the case with one proceedings paper and one journal article this year.

Finally, what is not clear is that many of the things in my pipeline rely on collaboration with others. It is important to have a number of publications under your own name alone. This is critical for finding academic jobs and for tenure and promotion. But you can obviously get a lot done by working with others. The great bulk of what I am currently doing is with other people.