



## Newsletter, October 2015

In this newsletter, you will find current announcements and a summary of the articles found in this month's issue as well as a preview of the articles that will be published in January 2016.

### ***IJBC Announcements***

#### *Upcoming conferences*

The **Association for Business Communication (ABC) 80th Annual International Conference** will be held October 28-31, 2015 at the Renaissance Seattle Hotel in Seattle, Washington. The conference theme is Innovation and Creativity in Business Communication Teaching, Research, and Service. More information about the conference can be found at <http://www.businesscommunication.org/2015-annual>.

The **14th ABC Asia-Pacific Conference** will be held November 27–29, 2015 at Guangdong University of Foreign Studies in Guangzhou, China. The conference theme is Business Communication in the Global Century. More information about the conference can be found at <http://businesscommunication.org/2015-asia-pacific-conference>.

The **2016 ABC Cape Town Regional Conference** will be held January 6-8, 2016 at the University of Cape Town in South Africa. The conference theme is Figuratively Speaking. More information about the conference can be found at <http://www.abc-capetown.com/>.

### ***IJBC Notes***

*IJBC's* current average time from submission to first decision is 40 days. Its average time from submission to final decision is 63 days.

**2014 Web of Science® Estimated Impact Factor** is 0.706

**2014 Ranking:** 79/241 Economics, Econometrics and Finance (miscellaneous) | 103/236 Business, Management and Accounting (miscellaneous) (Scopus®)  
Source: SCImago 2014 Journal Rankings

## Featured Articles from October 2015

### **Information Sharing and Citizenship Behaviors: Mediating Role of Empowerment, Procedural Justice and Perceived Organizational Support**

*Michel Tremblay and Pascale-Edith Landreville (photo not available)*



This study aims to evaluate the mediating roles of empowerment, procedural justice, and organizational support in the influence of top-down and bottom-up information sharing on citizenship behaviors. The study finds that top-down practices primarily reinforce a sense of empowerment, whereas bottom-up practices primarily reinforce the perception of procedural justice. Finally, findings indicate that information-sharing practices significantly influence citizenship performance in all three exchange mechanisms studied.

### **Facework in Responding to Unethical Communication**

*Kathleen Valde and Mary Lynn Henningsen*

Unethical communication occurs fairly frequently in organizations, yet confronting someone about an ethical transgression is a politically sensitive interaction that challenges people's identities. This study integrates a social confrontation approach and politeness theory to identify politeness strategies



people perceive as effective and socially appropriate for expressing disapproval of ethical transgressions. To examine the extent to which the selection of politeness strategy was related to the type of unethical communication and power in the relationship, participants evaluated hypothetical scenarios based on Redding's prototypology of unethical communication. The type of unethical communication influenced perceptions of the appropriateness and effectiveness of three politeness strategies and the power relationship influenced perceptions of two politeness strategies.



**Dialogue in Strategy Practice: A Discourse Analysis of a Strategy Workshop**

*Martin Duffy and Brendan O'Rourke*



Strategy workshops are frequently used by executive management to formulate strategy but are under-researched and underreported in the academic literature. This study uses a form of discourse analysis to identify a dialogic pattern of talk in an executive management strategy workshop. The group's dialogue in the workshop discourse displayed an emphasis on achieving shared understanding rather than winning a debate. Affirmation, Topic Expansion, Productive Difference, and Reflexive Observation were derived from the dialogue literature as particular features of dialogical interaction and were used in

this analysis to identify spontaneously occurring dialogue in the strategy workshop. The study thus proposes a basis for identifying dialogue in naturally occurring strategy discourse and for understanding its potential contribution in that setting.



**Who Wants to be the Leader? The Linguistic Construction of Emerging Leadership in Differently Gendered Teams**

*Judith Baxter*

Scholars are contesting the value of grand theories of leadership in favor of a social constructionist or “discursive” approach that posits the centrality of language for “doing” leadership. This article investigates whether the linguistic enactment of leadership varies according to the gender composition of the team, a feature that may have consequences for the career progression of women business leaders. Within the context of a U.K.-based study of three leadership teams (men only, women only, and mixed gender), Baxter uses an interactional sociolinguistic framework to analyze what leadership “looks and sounds like” as it emerges during the course of a competitive team task. Findings show that the linguistic construction of leadership varies considerably within each team, although not in conventionally gendered ways. The study also offers feminist linguistic insights on the business issue of why so few women progress from middle management to senior leadership roles.



**Women Doing Leadership: Leadership Style and Organizational Culture**

*Robyn C. Walker and Jolanta Aritz*

This study observes how leadership emerges and is negotiated in discourse among male and female participants in decision-making groups in a masculine organizational culture. First, it identifies whether female participants randomly assigned to mixed-gender groups emerge as leaders. Second, it analyzes the discourse of those competing for leadership positions in mixed groups to identify the effects of leadership style on leader attribution by others. Of the 22 mixed-gender groups ( $N = 110$ ) that took part in our study, no woman emerged as the unanimously chosen leader, even though women were identified as leaders by transcript coders.





This article then uses a case study approach to analyze leadership emergence in two mixed groups in which women were recognized by some members as demonstrating leadership. It then looks at a third case that demonstrates how some discourse behaviors that have been recognized as leadership may not be viewed as such in a masculine organizational culture. Study results illustrate how organizational culture can define accepted ways of “doing” leadership and affect who is and who is not recognized as a leader, particularly in terms of gender.

### **Upcoming Articles in January 2016**

#### **The Language of Failure: The Use of Accounts in Financial Reports**

*Peter Svensson*

#### **Open Doors and Iron Cages: Supervisors’ Responses to Employee Dissent**

*Johny Garner*

#### **Good Times, Bad Times: A Keyword Analysis of Letters to Shareholders of Two Fortune 500 Banking Institutions**

*Robert Poole*

#### **Assessing the Supervisor/Subordinate Relationship Involving Part-Time Employees**

*Michael Sollitto, Matthew Martin, Shelly Dusic, Kaitlyn Gibbons, and Anna Wagenhouser*

#### **Exploring Cultural Influence on Managerial Communication in Relationship to Job Satisfaction, Organizational Commitment and the Employees’ Propensity to Leave in the Insurance Sector of India**

*Deborah Roebuck and Reeta Raina*

### **IJBC Editorial Board**

Each newsletter profiles a selection of board members for our readers.



**Catherine Nickerson** is a Professor of Business Communication at Zayed University in Dubai. She held senior positions in India and in the Netherlands prior to coming to the United Arab Emirates, and she also lived and worked in the United States and the United Kingdom. She holds degrees from the Universities of Durham (BA) and Birmingham (MA) in the United Kingdom, and a Ph.D. from the Radboud University Nijmegen in the Netherlands. Nickerson's work has been published widely and in 2009 she received the Association for Business Communication's Outstanding Researcher Award in recognition of her contribution to the field. Her book volume, *Business Discourse*, received the Association for Business Communication's Distinguished Publication Award for 2007 and appeared in its second edition with Palgrave Macmillan in 2013.

**Magnus Larsson** is an Associate Professor in the Department of Organization at the Copenhagen School of Business. He received in PhD in psychology from Lund University in Sweden in 2001. His research focuses on organizing processes, leadership in practice, political leadership in practice, and knowledge construction and consumption. His research has been published in *Leadership*, *Human Relations*, and the *Journal of Leadership and Organizational Studies*, among others.



**Jennifer Mize Smith** is an Associate Professor of Communication in the Department of Communication at Western Kentucky University. Her research interests include organizational identification, work identity, corporate philanthropy, fundraising discourse, communication processes in nonprofit organizational contexts, and voluntourism. She teaches a variety of courses, including organizational communication, applied organizational communication, small group communication, qualitative research methods, employee communication, nonprofit communication, communication and organizational identification, business and professional speaking. Her research has been published in *JBC*, *Southern Communication Studies*, and *Communication Studies*.

**Jeff Kassing** is a professor and director of the School of Social and Behavioral Sciences at Arizona State University. Kassing earned his PhD from Kent State University with an emphasis in organizational communication in 1997. He teaches graduate and undergraduate courses in organizational, applied, and environmental communication. He also has developed an international exchange course that takes students to the United Kingdom for several weeks during the summer. His primary line of research concerns how employees express dissent about organizational policies and practices and resulted in a book on the topic, *Dissent in Organizations* (Polity, 2011). Kassing's research has been published in *Management Communication Quarterly*, *Communication Quarterly*, *Communication Studies*, *The Journal of Business Communication*, *The Western Journal of Communication*, *American Behavioral Scientist*, *Communication Yearbook*, *The International Journal of Sports Communication*, *Journal of Sport & Social Issues*, *Communication Research Reports*, and *Communication Reports*. He is the co-author along with Dr. Vince Waldron of the book *Managing Risk in Communication Encounters: Strategies for the Workplace*, which the Organizational Communication Division of the National Communication Association selected as the Book of the Year in 2010.



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# *International Journal of Business Communication Newsletter*

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**Fostering Excellence in Business  
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The Association for Business Communication (ABC) is an international, interdisciplinary organization committed to advancing business communication research, education, and