



COLLEGE OF BUSINESS
COLORADO STATE UNIVERSITY

Publishing in High Quality Journals: Challenges and Opportunities

Lynn M. Shore



Why publish in high quality journals?

- Broader readership
- Status and reputation
- Opens new opportunities
- Improves your research
- The fulfillment that comes from people in your field respecting your work



Challenges

- Most important – having a new and interesting research idea
- Theory matters!
- Requires meeting high scientific standards
- Become an expert in the literature, both old and new
- Pay attention to who is leading the discussion in your topic area, and what they are saying
- Get ready for criticism and challenge by others
- Determining best journal fit
- Criticism is common, praise is rare!



Opportunities

- Join a community of scholars who have common interests
- Have an impact on scholarship and practice
- Lifelong learning
- Finding your voice and your audience
- Keeping up with your field – thought-provoking and important
- Become active in the profession
- Enhance your university's reputation
- Greater opportunity for grants
- Help your community – businesses, university, region, country, students, colleagues



Common Mistakes

- Knowing your audience – who will read your research?
- Unclear logic – roadmap
- Developing skills in critiquing your own work
- Lack of friendly review
- Follow the journal instructions and formatting
- Does the journal accept certain samples, measures, research designs, etc., that fit your own?



Publication challenges

- Work Group Inclusion: Test of a Scale and Model - Beth G. Chung, Karen H. Ehrhart, Lynn M. Shore, Amy E. Randel, Michelle A. Dean, Uma Kedharnath, *Group & Organization Management*, 2020
- Recently received the 2020 Best Quantitative Paper Award from *Group & Organization Management* for our article on work group inclusion. The award was presented at the [Academy of Management](#) for contributions to the field.



The journey....

- Started working on the idea of work group inclusion in 2010
- Wrote a conceptual paper – published in JOM in 2011
Shore, L.M., Randel, A.E., Chung, B.G., Dean, M.A., Ehrhart, K.H., Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262-1289.
- Started designing items and collecting data to measure workgroup inclusion in 2011.
- First sent to the *Journal of Applied Psychology* -> rejection, no longer accepting validation articles
- Second sent to *Journal of Management* -> revise and resubmit
 - Collected another sample to address reviewer comments, rewrote the introduction to strengthen the logic
 - Reviewers liked the article, but the editor disliked one of our original items from the workgroup inclusion scale and rejected
- Third sent to *Group & Organization Management* -> two revise and resubmits to do additional analyses and address more conceptual issues, then accepted in 2019.
- Eight years of effort from start to finish!
- Collected six samples in total!



Lessons learned

- It is often more difficult to publish new and different ideas
- Logic must be persuasive for every aspect of your study
- Sticking with a good theory helps
- Take feedback seriously – figure out how you can stick to your story and make reviewers and editor happy
 - Sometimes that is not possible
- Don't change things that you think are right – it is your story to tell
- Be open to learning



Tips for successful publishing

- Great ideas matter!
- Consider timely and understudied issues.
- Look for the right coauthors
 - That you like and have a good relationship with
 - That you can learn from
 - That have skills that you do not
- Manage your emotions – feedback is impersonal
- Seek to become a perfectionist.
- Revise and resubmits
- Think very carefully before you challenge an editorial decision.

Tips for successful publishing

- What inspires your creativity?
 - Discussing ideas?
 - Reading literature?
 - Talking to people who work?
 - Drawing on your own work experience?
- Leader inclusion needs to be developed conceptually and empirically.
 - What are pressing questions?
 - Where is business headed and how does inclusion fit it?
- What type of impact do you want to have?



Why individual differences matter

- Publishing in high quality journals is challenging.
 - A big mountain to climb.
- Managing emotions is critical to being successful.
 - 24-hour rule
- View every editorial decision as a learning opportunity.
 - Are you humble?
- Scholarly work involves a lot of time alone with little encouragement.
 - Are you intrinsically motivated?
 - Do you derive personal satisfaction?



A final thought....

**“*creativity* is
intelligence
having **FUN**”**

- ALBERT EINSTEIN

