



## Newsletter, April 2016

In this newsletter, you will find current announcements and a summary of the articles found in this month's special issue on Social Collaboration and Communication as well as a preview of the articles that will be published in July 2016. A number of Association for Business Communication regional conferences are also on the horizon.

### ***IJBC* Announcements**

#### *Seeking Book Reviewers*

Have you read a recently published book that other *IJBC* readers would benefit from knowing about? Then consider writing a book review. *IJBC* welcomes reviews of books whose subject material represents any of the diverse disciplines that comprise business or management communication. The purpose of a book review is to describe what the volume is about and how the author successfully achieved his or her goal in writing it. Reviewers provide enough information to allow a reader to understand the book's basic premise but not too much so all curiosity they might have about it is diminished. Reviews should be between 500-750 words.

For more information about preparing a book review for *IJBC*, please contact Kathryn Rybka at [krybka@illinois.edu](mailto:krybka@illinois.edu). She can also suggest a volume for you to review if you do not already have one in mind. We look forward to hearing from you!

### **Upcoming Conferences**

The **2016 Association for Business Communication (ABC) Midwestern/Southeastern Conference** will be held April 21–23, 2016 in St. Louis, Missouri at the Embassy Suites St. Louis-Downtown. To register for the conference, visit <http://www.businesscommunication.org/e/in/eid=7>

The **2016 Joint Global Advances in Business and Communication (GABC) Tri-continental Conference with ABC Caribbean, Mexico, Central and South America** will bring together academics and practitioners May 25-28, 2016 to consider ongoing scholarly activities and business practices that shape and are shaped by the intersection of cultural factors and global business. The conference will be held at Tecnológico de Monterrey (ITESM), Campus San Luis Potosí. The conference and its affiliate journal are co-sponsored by the University of Antwerp, the Technological University of Malaysia, Eastern Michigan University, and Tecnológico de Monterrey. To register for the conference, visit <http://www.businesscommunication.org/e/in/eid=6>

The **2016 ABC Western Regional Conference**, Business Communication in Wide Open Spaces!, will be held at the Metropolitan State University of Denver in Denver, Colorado, from May 19-21, 2016. Information about the conference can be found on the official ABC web site.

### **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 April 2016**

**Special Issue:** Community, Culture, and Affordances in Social Collaboration and Communication

**Guest Editor:** Peter W. Cardon, University of Southern California

#### **Crowdsourcing Strategizing: Communication Technology Affordances and the Communicative Constitution of Organizational Strategy**

*Kathryn Aten and Gail Fann Thomas*



Disruptive environmental trends are forcing organizations to be more innovative in their approaches to organizational strategy generation. Rather than using a traditional top-down approach, some organizations are turning to open strategizing, which involves a large number of stakeholders who communicate in transparent, virtual environments. This study used a case analysis to explore one organization's use of crowdsourcing technology in a move from a traditional to an open strategizing approach. Drawing on technology affordance and communicative-as-constitutive perspectives, the authors identified individual and collective

crowdsourcing technology affordances for strategizing. Subsequently, they explored how the technology affordances influenced organizational strategizing. Results showed that crowdsourced strategy was constituted as multivoice, divergent, egalitarian, and inclusive.



## **Social Collaboration in Intranets: The Impact of Social Exchange and Group Norms on Internal Communication**

*Nur Uysal*



Employees increasingly interact through social networking platforms in the workplace. A distinguishing feature of these platforms is their ability to build a sense of community (SOC)—the feelings of membership, influence, integration, and fulfillment of needs, and shared emotional connection. Yet much remains to be understood as to the way these platforms contribute to building a SOC at workplaces. This study examines whether organizational members exhibit community-like behaviors and processes in intranet communication. The study also tests a theoretical model in which members' perceptions of the group's norms affect the antecedents of SOC. The results of a survey of 112 employees revealed that both exchanging and observing support increased feelings of SOC. Furthermore, the perception of group norms mediated the relationship between observing and exchanging support

and SOC. This study applies a theory-based framework to intranets and empirically tests the role of group norms in shaping online communication behaviors at workplaces.

## **Constructing Organizational Identity on Internal Social Media: A Case Study of Coworker Communication in Jyske Bank**

*Vibeke Thøis Madsen*



This study explored how coworkers use internal social media (ISM) to contribute to the construction of organizational identity. The study analyzed 3 months of interactions among coworkers at a large Danish bank on ISM. In addition, 17 coworkers were interviewed to provide additional understanding about the online interactions. The study found that these coworkers constructed organizational identity when they challenge, negotiate, and discuss organizational issues on ISM. They use phrases from vision and mission statements to support their arguments and to push the understanding of organizational identity so that it is in line with their perceptions of what the bank really is or should be. Some of these discussions on ISM develop into organizational stories, which are shared and discussed in informal, in-person conversations among coworkers. The stories

become narratives, which contribute to the organizational identity, help coworkers make sense of the organization, and help them identify with the organization.

## **Team Communication Platforms and Emergent Social Collaboration Practices**

*Abram Anders*



Team communication platforms (TCPs), including the Slack software service, are an emergent class of social collaboration technology that combine features of multiple enterprise social media, including social networking platforms and instant messaging. The media capabilities of these platforms, including integrations for diverse information and communication technologies, enable affordances for both highly adaptable and centralized team communication practices. In order to understand emergent practices in TCPs, this study offers a quantitative and qualitative content analysis of the reflective practice of early adopter organizations and individuals based on a sample of self-published blog posts. Results indicate that TCPs enable affordances for communication visibility

that support situated knowledge sharing and collaborative workflows. TCPs also enable affordances for multicomunication and attention allocation including flexible scaling of media modality and synchronicity. This latter affordance is conceptualized as polysynchronicity, a term that describes the dynamic synchronicity

### **Upcoming in July 2016**

#### **Email and Face to Face Organizational Dissent as a Function of Leader-Member Exchange Status**

*Anna Turnage and Alan Goodboy*

#### **Organizational Sensemaking: Interpretations of Workplace “Strangeness”**

*Larry Erbert*

#### **Acting and Reacting: Work/Life Accommodation and the Blue Collar Worker**

*Renee Cowan and Jamie Bochantin*

#### **Extracting Meaning and Relevance from Work: The Potential Connection between the Listening Environment and Employee’s Organizational Identification and Commitment**

*Kendra Reed, Jerry Goolsby, and Michelle Johnston*

#### **A Study of the Employment of Denial during a Complex and Unstable Crisis Involving Multiple Actors**

*Matthew Bamber and Simon Parry*

### **IJBC Editorial Board**

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



**Dale Cyphert** is Associate Professor of Management , University of Northern Iowa, College of Business Administration. She earned her Ph.D. in Speech Communication from Pennsylvania State University and an M.A. in Rhetoric From the University of California at Davis. Her teaching interests include business communication, communication management, managerial communication, and integrated communication across the curriculum. Cyphert’s research interests include cross-cultural rhetorical theory, focusing primarily on variations in decision-making norms across cultures and socio-economic levels. Current projects include the definition and development of communication competence in business organizations, methods of improving team communication behaviors, and the intersection of rhetorical theory and

complexity science. Cyphert's more than 40 publications include articles in *The Quarterly Journal of Speech*, *Text and Performance Quarterly*, *Corporate Reputation Review*, *Communication Education*, and *The Western Journal of Communication*.



**John W. Haas** is Associate Professor and Director of the School of Communication Studies at the University of Tennessee in Knoxville. Haas teaches graduate and undergraduate courses in organizational communication, interpersonal communication, and research methods. His work has appeared in *American Behavioral Scientist*, *Management Communication Quarterly*, *The Journal of Business Communication*, *The International Journal of Personal Construct Psychology*, *Southern States Communication Journal*, and *Journalism Quarterly*. Haas has served as principal investigator or co-principal investigator on research grants from the U.S. Department of Energy, the U.S. Department of Agriculture, and

the Engineering Information Foundation. Haas has lectured at the University of Ulm in Germany concerning effective oral communication skills in health care delivery and worked with the



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Saxony (Germany) Association of Pharmacists on policies involving provider-recipient communication.

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**Pamela Rogerson-Revell** is a Senior Lecturer in Education at the University of Leiceister in Great Britain. She earned her Ph.D. at Birmingham and her M.A. at York universities. Her main research and teaching expertise covers three fields of Applied Linguistics and English Language Teaching: phonology and pronunciation teaching, international business communication, and online language learning. She was awarded a University Teaching Fellowship in 2011 for sustained long-term innovation and leadership in the use of e-learning to initiate pedagogical innovation, not only in distance learning and assessment but also in tutor roles and support. The award also recognized the broader impact of her work in this field in terms of dissemination and policy-implementation at institutional and national levels. She acts as an expert for the EU Research Executive Agency, evaluating Marie Curie Research Fellowships.



**Robert Gill** is Program Director of Public Relations & Advertising in the Department of Media and Communication at Swinburne University of Technology in Australia. He has a master's degree and a doctoral degree in education. He currently lectures in public relations and professional communication. His research interest is in the area of professional communication as well. Prior to joining Swinburne, Gill worked in corporate, tourism and government communication roles for 10 years. He also worked as a teacher for 15 years in Australia, UK and Hong Kong.

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### **Contact Us**

Contact Editor-in-Chief Robyn Walker at [rcwalker@marshall.usc.edu](mailto:rcwalker@marshall.usc.edu) with research news or announcements that you would like included in the next newsletter.

### *IJBC is a publication of*



### **Fostering Excellence in Business Communication**

The Association for Business Communication (ABC) is an international, interdisciplinary organization committed to advancing business communication research, education, and practice.