3-1-2009

From organizational design and change to experiential exercises and emotional intelligence

William P. Ferris

Editor-in-Chief's Introduction

From organizational design and change to experiential exercises and emotional intelligence

William P Ferris

Editor-in-Chief

Organization
Management
Journal

This issue features interesting papers primarily in two of our sections – Linking Theory & Practice and Teaching & Learning. Section Co-Editor of LT&P Alvin Hwang has written a nice introduction of the two papers in his section. Authors of the first paper Joan van Aken and Georges Romme both teach at Eindhoven University of Technology in the Netherlands. They have long published in the field of management and organization research from the perspective of design science, which is the subject of the paper published first in this issue. The second paper by Victor Wooddell of Wayne State University uses an action research model to compare the way moderately successful organizational change through employee empowerment occurs in a large city government agency and what was learned by participants in the process.

The next two papers are introduced by Don Gibson, Co-chair of the Experiential Learning Association of the Eastern Academy of Management (EAM), who also wears the hat of Current Empirical Research Co-Editor of the journal. Since 2007, *OMJ* has always published a special issue consisting of the winner and runner-up of the Outstanding Experiential Paper Awards held as part of the EAM annual meeting, which was in Washington, DC this past year. There were 21 papers submitted and two rose to the top, following a full demonstration at the conference. Thus, they have gone through three peer review processes – the EAM conference process, the anonymous judge contest process, and Don's *OMJ* reviewers. Kristin Backhaus of SUNY – New Paltz shows how to turn a case into an experiential exercise in the runner-up paper. My own paper on demonstrating emotional intelligence both to online and face-to-face parts of a blended course in the same lesson, was lucky enough to get through the gauntlet to win the Best Experiential Paper Award and also appears as part of the special issue. Don introduces the two papers below.

We have one additional management education paper featured in the issue. Steve Meisel, Teaching & Learning Co-Editor, introduces a third experiential paper by Nathan Hartman of John Carroll University and Tom Conklin of Gannon University, who demonstrate how we can help students look in the mirror of poetry, art, and especially music lyrics, to facilitate self-awareness.

Our last paper, by Robert Klein of Western New England College, continues the emotional intelligence (EI) theme from the Ferris paper, centering itself on a review of McKee, Boyatzis, and Johnston's recent book, *Becoming a Resonant Leader*, which is about improving one's EI. The author contexts this review in a remarkably rich discussion of EI at the outset, and in an extended concluding section on the usefulness of the book's exercises in team development. Professor Klein has spent much of his career developing an instrument called the Klein Group Instrument that enables individuals to identify habitual behaviors that may be helping them or hurting them in their desire to become effective team leaders and teammates; then it is up to a coach or facilitator, perhaps with the use of a book such as *Becoming a Resonant Leader*, to provide experiential and other exercises to develop what the book's authors call EI competencies.