



**Critical Management  
Studies Division**

Academy of Management

## **QUARTERLY NEWSLETTER**

### **FALL 2020**

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## Changes in the CMS AoM Executive

**A** *u revoir, goodbye, and até logo to AoM CMS executive team members.* The annual conference marks a moment in time when we welcome new elected colleagues to the executive team, but it is also a time when we see executive members leave the team. This year we are saying goodbye to many colleagues and friends who are ending their term after considerable dedication and hardwork to support and grow the CMS international community.

First, we would like to thank **Mark Learmonth** who has ended his term as past chair after steering the division for five years. Mark has been responsible for organizing the Ph.D. and Early Career consortia under particularly challenging circumstances. Thank you Mark for your service and leadership over the years.

**Virpi Malin** is leaving her position after two years as the Dark Side Case Competition Leader. Virpi has managed the competition with dedication to recognising the dark side scholarship of an already popular and longstanding space of developing critical scholarship. Kiitos Virpi.

**Eda Ulus** is leaving her role as CMS Division Communication Officer. Eda has worked to produce the division's newsletter and website. Besides informing the community they are

fundamental in maintaining our division's memory and formal archive. Thank you Eda. Beyond their formal roles, we will miss the friendship of Eda, Virpi, and Mark. We wish you the very best with your future and look forward to future collaborations with you in the CMS community.

And, welcome...

We are delighted to welcome elected PDW track co-chairs **Richard Longman** and **Caroline Clark** who will lead the PDW programme 2020-2021. And, **Paulina Segarra** and **Kristin Williams** who will join us as new representatives-at-large.

### ACCOLADE FOR THE CMS IN TOUCH INITIATIVE

As you know, since the spring of 2020, Organization has co-sponsored, together with the AOM CMS division, the CMS In Touch. The team is composed by Ozan Alakavuklar (Utrecht University), Alexandra Bristow (The Open University), Vijayta Doshi (Indian Institutes of Management – Udaipur), Holly Ferraro (Seattle University), Arturo E. Osorio (Rutgers, The State University of New Jersey), and Kathleen Riach (Monash University).

We are amazed by the work they have been able to do and the role they have fulfilled in the community until now. Please do all consider submitting proposals to them for webinars in the coming months. This initiative is autonomous from the journal.

# AoM 2020 Main Program – A word from the co-chairs

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Amon Barros, University of Essex and FGV EAESP  
Fernanda Sauerbronn, UFRJ

**B**etween 7<sup>th</sup> and 11<sup>th</sup> August, the Academy of Management held the 2020 annual meeting in a virtual format due to the Covid-19 global pandemic. Preparing for the annual meeting required a completely novel way of thinking and working, plus the virtual coordination of a large number of valued volunteers. It also required us to address many other unexpected complexities, including the decision of the AOM Board of Governors to retain a substantial registration fee (which was only slightly buffered by the availability of vouchers for some participants). Despite these challenges, we were genuinely relieved to receive so many positive evaluations of the conference. The virtual format also provided a few unexpected benefits, including reduced barriers for junior participants, more focused discussions and more flexibility and adaptability. After a few intense months of working up to the conference, the executive was glad and relieved that the conference worked out for most. Together with the other divisions, we are drawing on the many lessons from this format to inform plans for the 2021 AoM meeting and future annual conferences.

The AOM Critical Management Studies division accepted 55 papers out of 130 submissions. To make the selections,

which is based on the room provided to the division, we counted on 130 volunteer reviewers, who returned more than 367 recommendations. We are thankful to all authors and reviewers! We also selected 9 symposia out of 16 proposals. Again, we are grateful to the proponents and the referees for their engagement with the division.

The AOM asked the divisions to pick several accepted papers to be presented in the few available synchronous sessions. This decision was not easy! We decided to select the papers which had received awards from the Division and kept the Dark Side Cases session as synchronous events. Among the symposia, we choose to give priority to those that had the CMS Division as primary sponsor, and we considered the reviewers' overall evaluations.

To foster participation, especially from Ph.D. students and early career scholars, the division offered 15 scholarships. We were glad to have the opportunity to provide some support for our community members. However, we understand this was only a helping hand, by far not enough, given the extensive financial consequences of the pandemic for many academic institutions also affecting many members of the community in unprecedented ways.

Nevertheless, the event worked out sufficiently well. We are particularly happy about the synchronous events. CMS is one of the most international divisions of AOM, with many members from outside the US and from around the globe. It was thus a huge challenge to arrange time slots that allowed participants from different time zones to participate. We would like to thank presenters and session chairs for their understanding and flexibility, and for ensuring that everything went smoothly. On the downside, the asynchronous sessions, as we had expected, did not generate as much engagement as we would have liked.

## A word from the new PDW chairs

**Caroline Clarke**, The Open University Business School (The Open University), UK

**Richard Longman**, Bristol Business School (University of the West of England), UK

*The CMS Division congratulates Dr Caroline Clarke and Dr Richard Longman, who were elected to the Division Chair Track (2020-25) role as a team. They will start their 5-year term as PDW Co-Chairs (for the 2021 meeting), followed by Main Scholarly Program Co-Chairs (for the 2022 meeting), Division Co-Chairs Elect (for the 2023 meeting), Division Co-Chairs (for the 2024 meeting), and conclude as Past Division Co-Chairs (for the 2025 meeting). For Division Members to learn more about the 5-year Division Chair Track role, please see page 3 of the [October 2019 Newsletter](#).*

Dear friends and colleagues,

We are delighted to have been elected to the Critical Management Studies Division Chair Track (2020–2025) and look forward to sharing this role over the next five years. Since starting our academic careers, we have both found a natural intellectual home within Critical Management Studies. Our allegiance stems from a fervent hope and desire to eradicate the marginalisation and Othering of certain groups. And, aware of how continually we witness the global effects of inequalities—manifested through disease, poverty, and hunger—it is easy to feel powerless.

In ordinary times, taking up this role would be one of the stand-out events of the year for us both—however, by any available measure, our times are far from ordinary. Recent events from around the world will shape us and our discipline. For example, the year began with more devastating bushfires in Australia. We witnessed the killing of General Qasem Soleimani, the impeachment trial of President Donald Trump, and the conviction of Harvey Weinstein. The United Kingdom withdrew from the European Union and populist and plutocratic politicians around the world continued their assault on democracy. The advance of 2020 devastatingly brought two further events which have affected the world with further profound consequences.

The COVID-19 pandemic has resulted in hundreds of thousands of deaths, and we offer our condolences to all members of the Academy who have been bereaved. We offer our concern to those who are experiencing themselves, and/or witnessing in loved ones, the anxieties and pain of vulnerabilities to COVID-19. At great haste, our respective institutions must orientate themselves to a changing world—our concern is directed towards those who will be forced to negotiate their physical and mental wellbeing, their caring responsibilities, the precarity of their employment, and new institutional demands like never before. We share responsibility for the world as we now find it, and we need to find ways to use our critique as a foundation for action.

The tragedy of the killing of George Floyd has given rise to protests against systemic racism around the world, led by Black Lives Matter, and we stand in solidarity with all members of the Academy who are fighting injustice and oppression. This is not a new fight, though it has found a new voice—our attention is directed towards those institutionalised values and practices which fail the world with racial injustice and inhumanity, with systematic disregard for equality, diversity, and inclusion. We share responsibility for the world as we now find it, and we need to ensure our learning from the Black Lives Matter movement is converted into positive, enduring actions.

CMS offers a radical space for management scholars to come together, but there is far more that we can do as a collective body, including of course addressing the precarious employment relations that have been implemented in our own universities with little or no resistance from those in more comfortable, senior, or tenured positions. Universities ought to be sites of enlightenment, but these practices increasingly undermine our value as academics, and they disproportionately affect already marginalised groups who suffer further disadvantage. Furthermore, recent articles (for example, [Nyberg and Wright, 2020](#)) have pointed out the lack of significant response from management and organization scholars regarding the relentless march we (as humans) are taking towards climate disaster, and the role that business school graduates and future managers will play in these scenarios. Is it not (past) time to insist that those we teach are aware of their responsibility towards everything and everyone on this planet? The orthodox perspectives that dominate business school curricula leave little space for CMS scholars to reveal the full extent of the oppression fuelled by the mainstream practices. We must act collectively and decisively to resist, lest we further advance this domination.

That said, we acknowledge the realisation of such goals must come through persuasion, activism, and scholarly work that clearly highlights the possibilities for organizing that are informed by decency. CMS must continue to play this role through collaboration and con-

versation, and occupy an important space within the larger arena of the Academy of Management, towards more progressive outcomes. There is no doubt that there is a more obvious and urgent need to do so than ever before. 2020 is an extraordinary time to be considering the issues which CMS seeks to champion, for their effects and the growing resistance in response are visible everywhere. It is clear that there is an immense amount of work to be done, and we are very excited to be part of this conversation, both as critical scholars and active citizens. This link is vital, because our work must not simply end when we publish or present a paper on a topic, it needs to be useful in contributing to action and political change in wider society.

As Division Co-Chairs our first job will be to understand the experience and practical challenges that previous incumbents have faced. This is vital, not least because of the incredible level of operational disruption to the Annual Meeting, but also in exploring the range of responses discussed. The past few years at AOM have illustrated how extensive disruptions, in whatever form, may not simply be 'one off' events, so it would seem wise to understand a range of contingency measures that can be drawn on as and when challenging situations arise in the future.

Like last years elected division track chairs, Dr. Ozan Alakavuklar and Professor Allison Pullen, we are particularly committed to the need to expend time, and be active in terms of recruiting additional members

in a fully inclusive manner, consisting of both new and existing scholars. Many academics may previously have felt little alignment with this group, because they view the more mainstream reputation of the Academy of Management meeting as a space holding few opportunities for interesting engagement or conversation. In short, we must ensure that the emphasis is more fully on CMS than AOM. In our role as PDW co-chair coordinators next year we are also fully aware that there is a need to focus on doctoral students and early career scholars in terms of inclusivity, to ensure that what could be their first conference is not an isolating or uncomfortable experience. Many of us may recall the feeling of such events where break times, lunch times, and evening activities merely reinforced our own lack of connection with other CMS scholars, and left us feeling excluded.

We are excited by our election but conscious of the extraordinary events which are unfolding. We look forward to sharing the ideas that inspire us as we join the Executive in seeking to embody open and collaborative ways of working which embrace the whole international scholarly community. Over the coming weeks, months, and years we will meet many of you for the first time, but we also invite you to contact us at any point, and will welcome you getting in touch. Keep safe and well.

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**CAROLINE CLARKE** is a Senior Lecturer in Organisation Studies at the Open University Business School. She has a variety of research interests located within Organization Studies, with a particular emphasis on identity, anxiety, insecurity and power. Caroline's empirical research includes a focus on academics in business schools, and first-opinion veterinary surgeons. She is also interested in different ways of writing and researching, and edited a book called *Researching with Feeling*, exploring the affective experience of doing a PhD and, focusing on those concerns that are usually erased from 'how to' text books. More recently, Caroline has developed an interest in post humanism, critical animal studies and managing in the Anthropocene. Her work has been published a variety of journals including *Human Relations*, *Organization Studies*, *Academy of Management Learning and Education*, *International Journal of Management Research*, *Management Learning and Gender*, *Work and Organisation*.

**RICHARD LONGMAN** is a Lecturer in Organisation Studies at Bristol Business School in the University of the West of England. After a career in professional music and education, Richard (re)turned to academia and quickly established himself within a critical paradigm which helped make sense of his experiences of the world and his hopes for the future. Richard's research emanates from the field of alternative organising and explores a range of approaches which reject mainstream markers of economic production and competitive individualism. His doctoral study interrogated *Teal Organising* (as expounded by Frederic Laloux) located within an online community of practice, and current work explores the work of *Led By Donkeys* (the anti-Brexit political accountability campaign group). His recent work has found emphases on organising, alterity, and being which intersect with his enthusiasm for digital research methods. Richard holds degrees from the University of Cambridge, the Open University, and Oxford Brookes University. He obtained Freedom of the City of London through the Worshipful Company of Musicians and is a Fellow of the Royal Society of Arts. He finds joy in family, friendships, and the French song repertory.

# Hello, from Paulina Segarra

Paulina Segarra, Assistant Professor, Universidad Anáhuac, México, Representative at Large, Ethics & Inclusion

I am thrilled to be joining the CMS executive as a Representative-at-Large during the 2020-2023 period. I would like to begin by thanking Garance Marechal for setting the foundation for this role and for her work in the division over the past few years.

My research is currently focused on undocumented immigrants from Latin America working in the United States. I was born, raised, and continue to live in Mexico City. I have observed enormous inequality structure in the city (and the country, more broadly). Watching – and, admittedly being a part of – this inequality, sparked my curiosity to do research in the first place. Regarding migration specifically, my grandfather was a *bracero* decades ago. Braceros went to the United States on temporary contracts to work mainly in agriculture. One of the stories that I grew up listening to, was how he had to leave his family to try to provide a better living for them. When my abuela would tell me this story, I recall wondering if the American Dream really existed. Through my dissertation fieldwork I noticed that the reality is far from a dream for many groups, including undocumented immigrants who face a number of hazards in their efforts to make a living for themselves and their families.

These are challenging times due to numerous reasons. We are facing a pandemic while the topic of Ethics and Inclusion has become even more relevant due to recent events, such as

the murder of George Floyd, the attacks on Congresswoman Ocasio-Cortez, and the continued propagation of Donald Trump's racist discourse. In the case of my home country, the situation appears to be worsening. Indeed, Mexico (at the time of writing) has officially become the third country with the most deaths due to COVID-19. While dealing with the pandemic, the country has also seen a surge of 60% of domestic violence in the country, according to a report from the UN.

We need to be talking about these pressing matters in order to make the changes necessary to make this world a safer and more equitable place. I truly believe that researchers in the CMS division have the capacity to develop projects to achieve such a goal (many already are!).

As a relative newcomer to the CMS executive team, I am really looking forward to working with such a fantastic and international group of colleagues. I am sure that this will be a great learning experience and I hope to extend the contributions already made in this role. Please do not hesitate to contact me with any matters related to ethics and inclusion..

**PAULINA SEGARRA** is Assistant Professor in the Faculty of Business and Economics, Universidad Anáhuac México. She is interested in using Hannah Arendt's political philosophy to understand organizational phenomena and the immigrant experience at work. Her past research has appeared in *Human Studies*, *International Review on Public and Nonprofit Marketing*, *Journal of Business Ethics*, *Organization*, and *Studies in Higher Education*. She earned her PhD in management from Tecnológico de Monterrey's EGADE Business School in May 2018.



# Hello, from Kristin Williams

Kristin Williams, University of Eastern Finland

**G**reetings from the East Coast of Canada! My name is Kristin Williams, and I am thrilled to be joining the executive committee of the Critical Management Division at the Academy of Management. I am especially looking forward to working with my new colleagues, many of whom I have met through the Academy over the years.

As an executive member at large, I am excited to contribute to the health and vitality of a forum which attracts and supports critical views and scholarship within management theory and practice. I love to write, so I do expect to have my writing and editing skills put to work. I also look forward to helping to plan the annual meeting and helping the Division put on a stellar conference. I am a CMS scholar and I identify as a polemical feminist engaged in critical historiography through activist writing and narrative methods. Much of my work has focused on uncovering neglected female figures in management and organizational studies and management history. One of my recent publications in *Culture and Organization* introduces Viola Desmond's overlooked early contributions to entrepreneurship in Canada.

I have had the pleasure of teaching and publishing in the fields of critical management studies, management history, gender and feminism, organizational theory, organizational behaviour, leadership, and entrepreneurship. In 2018, I received an Emerald Literati Award for Outstanding Paper published in the *Journal of Management History* as well as the Senior Women Academic Administrators of Canada Award of Merit. My PhD studies were completed at the Sobey School of Business, Saint Mary's University in Canada, where I was a Nova Scotia Research and Innovation Graduate Scholar. Many of you might know of a little group called the Halifax School. We are self-identified critical scholars originating out of Halifax, but now found around the globe.

Currently, I am a Visiting Researcher at the UEF Business School, University of Finland and the Editorial Assistant at *Qualitative Research in Organizations and Management: An International Journal*. I combine my academic life with community leadership in non-profit sector. Currently, I am the President and CEO of Junior Achievement of Nova Scotia. JA is one of the world's largest youth-serving NGOs with educational programming in financial literacy, workplace



readiness and entrepreneurship. One of my strategic initiatives is serving as the Project Lead for the Nova Scotia Business Hall of Fame's Legacy Project; a \$1.5M initiative involving two capital installations celebrating the business history of Nova Scotia. I am an active volunteer and founding board member and past chair of the Community Sector Council of Nova Scotia (labour sector council for NGOs). Currently, I serve on the board of directors for the Discovery Centre (an interactive science museum) in addition to my new role with the CMS Division.

**KRISTIN S. WILLIAMS** is a visiting researcher with the Innovation Management Research team and the UEF Business School at the University of Eastern Finland. In addition to her leadership role at Junior Achievement (a charity with a mission to support the development of youth), she is a part-time faculty member at Dalhousie University in the Rowe School of Business where she teaches Entrepreneurship. Kristin also supports the editorial team at *QROM*. A CMS scholar, Kristin identifies as a polemical feminist engaged in critical historiography through activist writing and narrative methods. Her research investigates neglected figures of significance, novel theoretical approaches, alternative ways of organizing, and overlooked innovative management strategies and practices, to broaden the field of research and build a more inclusive business history.

# Racismo, Estudos Organizacionais e o medo branco da rebeldia do desejo<sup>i</sup>

Profa. Dra. Josiane Silva de Oliveira



Foto: Isabel Praxedes (@isabel.praxedes)

**O**s movimentos mais recentes de revoltas contra o racismo em relação à população negra que temos presenciado, e participado, nesse ano de 2020, viralizados nas redes com o uso da hashtag “Black Lives Matter” / “Vidas Negras Importam”, tem possibilitado refletir, conforme destaca Grada Kilomba (2019, p. 38), que não é com “o sujeito negro que estamos lidando, mas com as fantasias brancas sobre o que a negritude deveria ser. Fantasias que não nos representam, mas, sim, o imaginário branco”. Com efeito, quando falamos sobre racismo é preciso entender que esse não é um problema do negro. O problema é o racismo e falar sobre isso é falar, também, sobre

a construção de imaginários brancos sobre nós.

Sendo uma mulher negra no Brasil, professora e pesquisadora da área de Estudos Organizacionais, as pessoas poderiam pensar que falar sobre racismo é algo comum em minha atividade profissional. Afinal, além de ser um “tema de negro”, historicamente esse é um campo da Administração considerado crítico e com muitas discussões sobre temáticas nomeadas como marginalizadas. E, talvez, esse seja um dos grandes desafios que o racismo nos coloca nessa área: a ideia de que esse imaginário branco sobre o negro pode falar sobre nós e não sobre o próprio branco (KILOMBA, 2019). A questão é: como ter respostas para questionamentos que não se escuta? Se até mesmo quem me disse “negra”, me disse sob o poder que teve de me nomear como um corpo, político e social, racializado sem mesmo me ouvir.

Esse medo branco de ouvir (CECÍLIA AZEVEDO, 1987) e de refletir sobre si em relação a temática racial pode ser observado nas publicações da área de Estudos Organizacionais sobre racismo. É muito comum que pesquisadoras brancas e pesquisadores brancos, quando desejam falar sobre raça e racismo, coloquem negras e negros como objeto desse desejo e não as relações raciais (LOURENÇO CARDOSO, 2014). Isso fica evidente quando lemos trabalhos e observamos a negritude como “problema central” nas discussões, enquanto a branquitude é silencia-

da. Se estamos falando sobre configuração de relações sociais pautadas em racismo, por que diferentes sujeitos que constituem essas relações não são problematizados nessas discussões?

Maria Aparecida Bento (2016) afirma que discutir racismo é colocar em discussão rompimentos de privilégios. E o medo da perda desses privilégios, da responsabilização pelas desigualdades raciais, resulta, por muitas vezes, no silenciamento branco em relação ao racismo, afirma a referida autora. Dois exemplos são destacados por Bento (2016) sobre esse processo. O primeiro é que o branqueamento é repetidamente considerado um problema de negras e negros sob os aspectos do descontentamento e do desconforto em relação a sua condição racial, mas não se considera “a patologia social do branco”, nos termos apresentados por Alberto Guerreiro Ramos (1957), em se colocar como norma e padrão de humanidade. Ora, quando falamos em racismo nos Estudos Organizacionais no Brasil não seriam as normas e as normalizações atuais o problema? Então, por que não escrutinamos essas normas e normalizações em termos raciais?

Outro ponto destacado por Bento (2016) é que o legado da escravidão para a população branca no Brasil não é um assunto que o país, e a área de Estudos Organizacionais, tem discutido, pois essa população tem uma herança econômica, política e ideológica extremamente positiva resultado da ap-



ropriação de trabalho escravizado por quase quatro séculos. Bento (2016, p. 362) destaca que muitas pessoas brancas progressistas ao se colocarem em uma posição de combate as opressões raciais “silenciam e mantêm seu grupo protegido das avaliações e análises”. Não seria esse um bom momento para romper com os pactos de silenciamentos e omissões raciais entre e no próprio grupo de Estudos Organizacionais no Brasil?



Foto: Julio César de Almeida (@juliocesaarrrr)

A questão é que o racismo é estruturante em nossa sociedade justamente por mobilizar mecanismos econômicos, políticos e ideológicos coletivamente de forma a configurar, manter e reproduzir relações raciais desiguais (SILVIO ALMEIDA, 2019). Portanto, ao falar sobre racismo estamos destacando que independentemente de consciências individuais, ele nos organiza socialmente. Ou seja, normaliza comportamentos e configura tecnologias de poder (ALMEIDA, 2019). Talvez, um dos aprendizados que o movimento “Black Lives Matter”/“Vidas Negras Importam” pode trazer para romper com mecanismos de reprodução do racismo estrutural na área de Estudos Organizacionais no Brasil é parar de destituir pessoas negras de “lugares de fala” nessa área que não seja raça e racismo e começar a destituir medos brancos de ouvir, para além de suas “fantasias brancas sobre o que a negritude deveria ser” (KILOMBA, 2019, p. 38) falando sobre si mesmas. Pessoas brancas refletindo e se

tornando objeto de desejo nas discussões sobre racismo. Olhar para o seu próprio legado acadêmico compreendendo em que medida ser branca ou branco foi um dos principais condicionantes para ocupar lugares de privilégios raciais que hoje se ocupa. E, ir além desse reconhecimento, rompendo com estes pactos de silenciamentos e omissões ante “a rebeldia de seu objeto de desejo” (CARDOSO, 2014, p. 1).

Ao ler esse texto, como mulher negra, espero, mais do que ter despertado seus medos e fantasias em relação ao racismo e os Estudos Organizacionais no Brasil, ter potencializado alguns ensinamentos de Audre Lorde (2019). Espero que tenha conseguido pulsar seu desejo de ouvir e transformar as relações raciais nos Estudos Organizacionais, afinal nada melhor do que “o poder que vem de compartilhar intensamente qualquer busca com outra pessoa” (LORDE, 2019, p. 70): Vidas negras importam! E nossos desejos também! Axé!

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# Racism, Organization Studies and the “white fear” of the rebellion of desire<sup>i</sup>

Profa. Dra. Josiane Silva de Oliveira



Photo: Isabel Praxedes (@isabel.praxedes)

**T**his year we have been witnessing and participating in movements against racism towards black people, which have gone viral in social networks under the Black Lives Matter hashtag. As Grada Kilomba points out (2019, p.38), they have enabled us to reflect on the fact that “it is not the Black subject we are dealing with, but white fantasies of what Blackness should be like. Fantasies, which do not represent us, but the white imaginary”. In fact, when we talk about racism it is necessary to understand that this is not a black people problem. The problem is racism, and talking about it is also talking about the white imaginary constructions of us.

Considering I am a black woman in Brazil,

researcher and professor in the area of Organization Studies, people might think that talking about racism is something common in my professional activity. After all, besides being a “black topic”, historically, this is an area of Management that has been considered critical and with much discussion on themes considered marginalized. Perhaps this is one of the greatest challenges racism poses to this area: the idea that white people’s imaginary on the black can speak about us and not about white people themselves (KILOMBA, 2019). The issue is: how does one have answers for questions that are not listened to? Even the one who called me “black” called me under the power to name me as a political and social, racialized body, without even listening to me.

This fear white people have of listening (CECÍLIA AZEVEDO, 1987) and reflecting on themselves regarding racial issues can be noticed in publications about racism in the area of Organization Studies. It is very common that white researchers, when they want to talk about race and racism, place blacks as object of this desire and not race relations (LOURENÇO CARDOSO, 2014). It becomes evident when we read such papers and observe blackness as “central problem” in discussions, while whiteness is silenced. If we are discussing the configuration of social relations based on racism, then why aren’t the different subjects that constitute these relations problematized in such discussions?

Maria Aparecida Bento (2016) states that discussing racism is discussing the disruption of privileges. According to her, the fear of losing privileges and of being held accountable for racial inequalities often results in the white silencing of racism. Bento (2016) presents two examples of such process. First, whiteness has been repeatedly considered a problem of blacks in terms of discontent and discomfort in relation to their racial condition. In the words of Alberto Guerreiro Ramos (1957), “the social pathology of white people” is not considered when they place themselves as the norm and standard of humanity. Now, when we talk about racism in Organization Studies in Brazil, wouldn’t the problem be current norms and normalizations? So why don’t we scrutinize these norms and normalizations in racial terms? Why do white people, as a racialized social group, fear, feel discomfort or omit themselves whenever this put into discussion in the area of Organization Studies?

The other point Bento (2016) highlights is that the legacy of slavery for the white population in Brazil is not an issue that the country, and the area of Organization Studies, has discussed. This population has an extremely positive economic, political and ideological heritage, resulting from the appropriation of enslaved work for nearly four centuries. However, this is not a Brazilian singularity regarding racial issues. Several other countries around the world have also been reluctant to discuss their positive socioeconomic legacies from

centuries of enslavement of other peoples and nations. Bento (2016, p.362) points out that many progressive white people when positioning themselves against racial oppression “silence and keep their group protected from evaluations and analyzes”. Wouldn't this be a good time to break silencing pacts and racial omissions within our own Organization Studies group in Brazil?



Photo: Julio César de Almeida (@juliocesaarrrr)

Racism is structuring in our society precisely because it mobilizes economic, political and ideological mechanisms collectively in order to configure, maintain and reproduce unequal racial relations (SILVIO ALMEIDA, 2019). Therefore, when talking about racism it is important to emphasize that in addition to individual consciences, it organizes us socially. That is, it normalizes behaviors and configures technologies of power, including racial privileges that should also be questioned (ALMEIDA, 2019).

Perhaps some of the learning that the Black Lives Matter movement can promote to disrupt mechanisms for reproduction of structural racism in Organization Studies in Brazil could be that black people are not removed from their “places of speech” in the area in issues other than race and racism. In addition, that white people’s fear of listening is dealt with so that “white fantasies about what blackness should be” are substituted by white people talking about themselves (KILOMBA, 2019, p. 38). White people reflecting and be-

coming the object of desire in discussions about racism. Facing their own academic legacy, understanding to what extent being white was one of the main conditions for occupying the places of racial privilege that they currently occupy. Doing more than recognizing, but also breaking pacts of silencing and omission facing “the rebellion of their object of desire”, brilliantly discussed by Professor Lourenço Cardoso in his doctoral dissertation (CARDOSO, 2014, p.1).

As a Brazilian black woman, I hope this text has not only awakened your fears and fantasies about racism and Organization Studies in Brazil, but potentialized some of the teachings of Audre Lorde (2019). I hope you have managed to feel a pulsing desire to listen and to transform race relations in Organization Studies. After all, there is nothing better than “the power which comes from sharing deeply any pursuit with another person” (LORDE, 2019, p. 70): Black lives matter! And our desires do too! Axé!

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## CMS InTouch

**T**hese are unprecedented times calling for innovative solutions. As a group of Critical Management Studies scholars, we have come together to establish a new global channel to share critical ideas, engage in dynamic conversations, and discuss thought-provoking critical work. This volunteer-based initiative has found welcoming support from the Academy of Management's CMS Division executive team and the journal *Organization*.

Leveraging videoconferencing technology and social media we have opened a path to connect critical scholars, activists and

practitioners across the world. Since its launch on Labor Day 2020, the **CMS InTouch** initiative has so far hosted seven webinars concerning critical management research, education, activism and careers. These webinars have provided an opportunity for the CMS community to connect, exchange ideas and set up new collaborations as we work through the pandemic. As of early October we have had 1,304 registrations for our live events and 372 post event views on YouTube.

	Webinar's Title	Date	Impact	YouTube Link
1	Violence & organisation (Hosted by Monash Univ.)	25-Jun-2020	101 -Live Registrations 154 -YouTube views	<a href="#">Violence and organisation</a>
2	The pandemic and governance structures: National and state responses	29-Jun-2020	78 -Live Registrations 36 -YouTube views	<a href="#">The pandemic and governance structures</a>
3	Global management education in Post Covid-19 era	6-Jul-2020	321 -LiveRegistrations N/A -YouTube views	N/A
4	Critically envisioning the business, economy, & society in post-pandemic times	17-Jul-2020	400 -Live Registrations 43 -YouTube views	<a href="#">Critically envisioning the business, economy, and society in post-pandemic</a>
5	Second Careers & Critical Management Studies	23-Jul-2020	95 -Live Registrations 58 -YouTube views	<a href="#">Second Careers and CMS</a>
6	Grabbing the opportunity with both hands: Calling universities to action against racism	9-Sep-2020	229 -Live Registrations 142 -YouTube views	<a href="#">Calling universities to action against racism</a>
7	Business & democracy	24-Sep- 2020	80-Live Registrations 147 -YouTube views	<a href="#">Business and Democracy</a>
8	Activism and academics: Engaging with social change	28-Oct-2020	141 -Live Registrations 156 -YouTube views	<a href="#">Activism and academics: Engaging with social change</a>
	<b>Total</b>		1,445 - Live Registrations 736 - YouTube views	

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The ultimate goal of the **CMS InTouch** initiative is to be a platform to help critical scholars share their ideas well after the pandemic by offering alternative and innovative ways of engagement. As a virtual scholarly platform, the **CMS InTouch** initiative can speed up critical conversations by shortening turnaround times for international scholarly presentations normally spaced out between annual or biannual conferences, reduce research costs by avoiding travel expenses, and help to counteract issues of global warming by reducing CO2 emissions resulting from long-distance travelling. **CMS InTouch** can also help to grow a more inclusive, connected, nurturing and truly international CMS community by connecting critical scholars from across the world who are otherwise prevented from travelling to conferences for physical, financial or political reasons, thus amplifying critical voices that would not otherwise be heard, and by enabling the community to stay **InTouch** throughout the year, thus acting as a sustained source of support for those who would otherwise be isolated. Also, by archiving conversations we enable asynchronous conversations, access to emerging ideas to critical scholars, and class materials for seminars.

In this spirit, we welcome and encourage community engagement with the **CMS InTouch** initiative. In addition to the panel symposium-style webinars we have been hosting so far, we are about to launch two new online event formats - PDWs (interactive events aimed at participants' professional development) and book conversations (fireside-style discussions of new interesting

books). If you are interested in learning more about this initiative, including how to organise your own event with us in any of these three formats, please get InTouch! You can:

Watch past webinars in our **YouTube** Channel at: [CMS inTouch](#)

Check out our forthcoming events on **Eventbrite**

Follow us on **Twitter** at: <https://twitter.com/cmsintouch>

**Connect on LinkedIn at:**

<https://www.linkedin.com/groups/12466532/>

Email us at: [cmswebinars@gmail.com](mailto:cmswebinars@gmail.com)

Submit a proposal for webinars [here](#)

#### **CMS InTouch team**

In alphabetical order: Ozan Alakavuklar, Alexandra Bristow, Vijayta Doshi, Holly Ferraro, Arturo E. Osorio, and Kathleen Riach



## From the PDW co-chairs

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**F**ollowing our call for the PDW program of the CMS DIG at the AoM Annual Meeting in 2020, we had many exciting submissions. At that time, we could not foresee the potential impact of the pandemic, and as usual, we structured the program around nine PDW sessions that attended to contemporary, future orientated debates and which offered a workshop format. While we were hoping for productive face-to-face PDW sessions, due to Covid-19, the annual meeting was converted to online synchronous and asynchronous sessions. This was not an easy decision and had its challenges and tolls. Eventually, in addition to the PhD and Early Career Consortia, three PDW sessions were held in synchronous format as a part of this year's annual meeting.

Our impression is that despite the online nature of the conference, the participants found the virtual conference engaging and collegial. In the following, we share the experiences of PDW organizers. Therefore, we would like to share the first-hand experience of the organizers and how they managed their sessions.

The destructive impact of the pandemic still goes on and transforms how we live, work and care. Against such a background of 'unknowns', the burning questions are: can we keep living the same way we did, and, in which ways can we as academics intervene in the conditions that present?

We hope, in the next annual meeting,

we can open up spaces for these kinds of questions and critical conversations. But for now, we hope that you are safe and well.

In solidarity and care, Ozan and Alison

### **Alex Bristow and Nadia DeGama – Early Career Consortium**

The main aim of this year's Early Career Consortium (ECC) was to consider what it means to be an academic in times of crisis and uncertainty. Given the current pandemic, we moved our traditional roundtable style discussion into an intimate zoom call which comprised of 10 participants from various countries including China, Canada, Ghana, India, the UK and the US. While moving the conference into a virtual space may have come with its own set of restrictions, we found that this year's setup allowed for a more inclusive space; whereby participants were able to meet without having to worry about the high cost of conference travel and family commitments.

Each participant got a chance to reflect on the pressures and vulnerabilities specific to early career CMS experiences in a general sense, but also in light of the current pandemic. While there appears to be a stillness associated with the Covid-19 crisis, participants also spoke about the insane amount of pressure they are faced with – whether it's the encroachment of work into the home space because of so-

cial distancing restrictions, or the precarity and uncertainty of their work and careers. The discussion was candid. Despite the physical distance, there was a closeness in their shared experiences. Many participants expressed how being a CMS scholar within a business school can be a lonely and alienating experience, but they were left with a realization that they were certainly not alone. We ended off our consortium discussing ways in which we may be brave enough to challenge some of these issues, drawing not only on others' lived experiences, but imagining alternative ways that we can enact a career within the neoliberal business school. It is our hope that we can continue the discussion beyond the annual AOM meeting and provide pragmatic and emotional support, and opportunities for early career scholars to network and meet through various different initiatives provided by the AOM-CMS Early Career Committee. We would like to thank everyone who participated in this year's ECC – without you the consortium would not have been possible. **Raza Mir – Philosophies of Organizational Research**

My PDW experience was very interesting. It was scheduled at 8pm Eastern Time, so I did not expect any Europeans and few North Americans, I thought the

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*I am an early career scholar transitioning to academia after 25 years in the corporate and non-profit sectors. It is a huge adjustment! This ECR consortium permitted for some deeply meaningful exchanges about challenges and opportunities within academia. It was also an opportunity to increase our professional networks with colleagues from around the world. The forum was safe and inviting and I was pleasantly surprised to see how much our global group had in common. Kristin Williams.*

*Being an Early Career Academic (ECA) – especially if one's orientation is critical of the neoliberal orientation ruling Business Schools – is tough on the mind, the soul and the wallet. Academia seems to have become a perverse sadistic game: if you are not in, the struggle to make it is demoralizing and can stamp out any critical impulse one may want to bring to one's research. If one is in, then bureaucratic and administrative duties, competition, and overwork make it impossible to do authentic critical work. As a part-time academic that does not know whether I will be assigned courses to teach in January, I am dealing with a sense of precariousness every day. What the ECR Consortium made me realize is how pervasive the experiences of precarity, unsafety, and psychological and financial problems are within freshly minted PhDs and ECAs, and how this sense of pervasive uncertainty and of 'not being good enough' work to divide rather than unite us. My main takeaway was the sense of an authentic possibility for solidarity and of reciprocal humanistic understanding in our struggles. The Consortium energized me and gave me hope that a different way of being an academic – a way that does not normalize nor glorify mental health issues, chronic lack of self-confidence due to constant rejection, favouritisms, workaholism, impostor syndrome, cut-throat competition, and ranking-based narcissism – can, is and should be possible, at least in a part of academia like ours based on critical scholarship. Caterina Bettin*

attendance would skew towards the ANZ region. Interestingly, there were people from all over, including Europeans who were impressively awake in the early hours. We had around 45 people. The attendance skewed towards young scholars, mainly doctoral students.

One important learning: the days when we thought of certain institutions as CMS-intense might be gone. The typical CMS member (and potential member) is an intensely lonely student or faculty member languishing in an environment that is critique-unfriendly (even critique-intolerant). They are unaware that a critical position in research is feasible and can lead to a career in the field. We need to dispel this ideological assumption, and to reach out to these scholars through the

division, offer virtual spaces where their work is valued and commented on, and let them know their work is important. I was so happy our PDW accomplished that. We started discussing philosophy, but by the middle, we had turned into a therapy session. By the end, we had become a forum of solidarity. Snatches of an Urdu poem occurred to me, which I translate as follows:

*Those days are gone when I was alone in a crowd*

*Now I have many more secret sharers here*

A philosophically (and methodologically) heterodox set of offerings in the PDW and other sessions can be an entry point to scholars, whose knowledge of CMS is pitifully weak. Overall, I reiterate, my experience of the PDW was most positive, I left

feeling a little more optimistic about the future of critique in organization studies.

### **André Reichel and Robert Perey - Broadening our Sight Beyond Growth: Applying Degrowth for Organizing Business in the Anthropocene**

Hand on heart: we were a bit worried about having an online PDW on Degrowth. Will the technology work, will people join us, will they participate and engage actively with the topic? All of this was totally unfounded, the PDW went extremely well, with over 50 participants and active discussions both in the breakout rooms as well as in the plenary. The topic of Degrowth has proven time and again that it irritates people in a good way and inspires them to think outside the narrow

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managerial mindset of “more is better”. In collaboration with the CMSinTouch team, we would like to build on this online PDW experience, refining the interactive format and scheduling other Degrowth sessions for the time between AOM conferences; At this stage we plan to hold the first of these inter-conference sessions around late January or early February 2020. Hope to see you all again, be it online or offline!

### **Alexandre Faria - Embracing Decolonizing-Colonizing Dynamics within Management and Organisational Knowledge**

This rather unprecedented CMS@AOM workshop on decolonizing-colonizing dynamics put together academics and practitioners from Latin America, Europe and Asia to debate experiences on decolonizing management and organization knowledge (MOK). With a focus on conferencing, managing and learning otherwise this workshop gave continuance to previous initiatives championed by CMS researchers sharing the objective of putting forward alternative critiques and alternatives to universalist critique which move beyond hierarchical binarisms such as mainstream-critique, critique-decolonial, researcher-practitioner, North-South.

Presenters and organizers entailed praxical dialogues with members of the AOM from different parts of the world interested in decolonizing matters by trying not to exclude non-privileged actors liv-

ing everyday decolonizing-colonizing dynamics who remain outside the dominating academy. Three major issues deserves mentioning. The first is that we had to run a pre-workshop for debating with members and allies of an NGO in Brazil, Galpão Aplauso, about colonizing and extractive dynamics championed by us in joint decolonial initiatives informed by the contested traditions of ‘learning with the others’ and ‘learning from the South’. A second major issue was the engaged presentations offered by practitioners from the Brazilian Development Bank (BNDES) together with academic leaders of the International Master Program for Managers (IMPM) on possibilities on decolonizing management education and research through everyday engagement with decolonizing praxis. A third major issue was the detailed account on how and why LAEMOS organizers could not avoid the troubled interruption of an important ‘global’ conference initiative informed by decolonial praxis from Latin America as a result of increasingly radicalization of decolonizing-colonizing dynamics overlooked by MOK at large.

In sum, the workshop enabled BNDES managers, IMPM leaders, and LAEMOS organizers to debate with CMS@AOM members from different parts of the world the multiple challenges they/we have faced to deal with everyday decolonizing-colonizing dynamics predominantly ignored by critical academics. A major take away from the workshop is twofold: (a) the

co-construction of MOK otherwise initiatives from within dominating institutions demands theories-practices which problematize the *longue durée* of everyday decolonizing-colonizing dynamics lived by practitioners and academics in general; (b) privileged ‘decolonial’ academics and practitioners inevitably reproduce extractive-expropriation mechanisms when engage racialized ‘others’ who live everyday struggles against the radicalization of the darker side of capitalism/heteropatriarchy/colonialism with ways of knowing, being, and living otherwise.

Finally, we would like to once again thank the generous and solidary Galpão Aplauso community. They embraced us not only when we realized the urgent need of running a pre-workshop aimed to attenuate our complicity in the reproduction of coloniality, but also after the workshop when they reaffirmed the lasting hope that we will keep challenging the belief that MOK otherwise initiatives for a better world for all can be unproblematically championed by privileged critical academics and practitioners from within dominating institutions.

# AoM 2020 Main Program – A word from the co-chairs

Amon Barros, University of Essex and FGV EAESP  
Fernanda Sauerbronn, UFRJ

**B**etween 7<sup>th</sup> and 11<sup>th</sup> August, the Academy of Management held the 2020 annual meeting in a virtual format due to the Covid-19 global pandemic. Preparing for the annual meeting required a completely novel way of thinking and working, plus the virtual coordination of a large number of valued volunteers. It also required us to address many other unexpected complexities, including the decision of the AOM Board of Governors to retain a substantial registration fee (which was only slightly buffered by the availability of vouchers for some participants). Despite these challenges, we were genuinely relieved to receive so many positive evaluations of the conference. The virtual format provided a few unexpected benefits, including reduced barriers for junior participants, more focused discussions and more flexibility and adaptability. After a few intense months of working up to the conference, the executive was glad and relieved that the conference worked out for most. Together with the other divisions, we are drawing on the many lessons from this format to inform plans for future annual conferences.

The AOM Critical Management Studies division accepted 55 papers out of 130 submissions. To make the selections, which are based on the room provided to the division, we counted on 130 volunteer reviewers, who returned more than 367 recommendations. We are thankful to all authors and reviewers! We also selected 9 symposia out of 16 proposals. Again, we are grateful to the proponents and the referees for their engagement with the division.

AOM asked the divisions to pick several accepted papers to be presented in the few available synchronous sessions. The decision was not easy! We decided to select the papers which had

received awards from the division and kept the Dark Side Cases session as synchronous events. Among the symposia, we choose to give priority to those that had the CMS division as primary sponsor, and we considered the reviewers' overall evaluations.

To foster participation, especially from Ph.D. students and early career scholars, the division offered 15 scholarships. We were glad to have the opportunity to provide some support for our community members. However, we understand this was only a helping hand, by far not enough, given the extensive financial consequences of the pandemic for many academic institutions and consequently affecting many members of the community in unprecedented ways.

Everything considered, we believe that the event worked out sufficiently well. We are particularly happy about the synchronous events. CMS is one of the most international divisions of AOM, with many members from outside the US and from around the globe. It was thus a huge challenge to arrange time slots that allowed participants from different time zones to participate. We would like to thank presenters and session chairs for their understanding and flexibility, and for ensuring that everything went smoothly. On the downside, the asynchronous sessions, as we had expected, did not generate as much engagement as we would have liked. For the 2021 conference, we are working to build an engaging program that can be enjoyed independent of the format restrictions that may be imposed.

## Keynote speaker – Marcos Barros (Grenoble Ecole de Management) and Patrizia Zaroni (Utrecht University School of Governance)

On Monday, August 10, we were honored to be joined by Ana Maria Peredo (University of Victoria) for a fireside chat with Eli Enns a scholar and activist for the Canadian First Nations on the theme of "Indigenous worldviews as a way to a resilient future". Eli shared the current struggles to create an environment where ecological and economic sustainability for the First Nations. The talk also discussed the epistemically challenging relations with the Canadian government, industries, and scholars as well and the solutions based on the First Nations knowledge and practices.

## A Reflection On the 2021 Main Program: From the incoming main program chairs

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**Alison Pullen**, Macquarie University  
**Ozan Alakavuklar**, Utrecht University

Dear all,

The AoM Governance team has just announced that the annual conference in 2021 will take place online due to the uncertainty around the global COVID-19 pandemic. While we will miss the vibrant face-to-face gatherings, we are looking forward to putting together an engaging programme for you. We have learnt much about online conferences and what you have experienced, and we are ready to welcome submissions that address contemporary issues facing us. We remain committed to facilitating a creative and innovative space which is more inclusive. From the survey of AoM members more CMS division members could attend last year's online conference and we will work with our community to foster engagement and scholarly papers. We are listening to the feedback and as the CMS executive are working towards more assistance for registration fees and convenience of access to the AoM's virtual conference interface. As this year's program co-chairs we will do our best to provide a smooth submission and review process and prepare an engaging and thought-provoking conference program. Very soon, we will share our call for submissions following the annual meeting theme of 2021: Bringing the manager back in management. Please watch this space. Until then, stay safe and healthy. In solidarity – Ozan and Alison