



Newsletter, January 2017

Happy New Year! In this newsletter, you will find current announcements, upcoming conferences, and a summary of the articles found in this month's issue, the first of a two-part special issue on Leadership Communication.

Announcements

New Associate Editor to Join IJBC



Paola Catenaccio, Professor of English Linguistics and Translation in the Department of Studies in Language Mediation and Intercultural Communication at the University of Milan, has joined IJBC as associate editor. Catenaccio's research interests lie primarily in the field of discourse analysis, which she applies to a variety of domains (legal discourse, business communication, the discourse of news production, the discourse of science and popularization) in combination with other methodological perspectives, adopting a multi-method approach to linguistic research. Please join us in welcoming Paola to our staff!

Upcoming Conferences

The **2017 ABC-Southwestern Conference** will be held in Little Rock, Arkansas March 8-11, 2017. The deadline for submission of proceedings is January 16, 2017. For more information about this conference, please visit <http://www.businesscommunication.org/page/2017-southwestern-conference#CallforPapers>

The **2017 ABC Western U.S. Regional Conference** will be held at Utah Valley University in Orem, Utah, March 30 to April 1, 2017. The deadline for proposals is Jan. 23, 2017, while the proceedings submission deadline is February 23, 2017. For more information, please visit <http://www.businesscommunication.org/page/2017-western-conference>

The **15th ABC Asia-Pacific Conference** is scheduled June 9-11, 2017 at the Hong Kong Polytechnic University, Hong Kong SAR. The theme of the conference is “Business Language and Communication in the Age of Digitalization and Globalization.” The deadline for abstracts is January 15, 2017, while that for panel and workshop proposals is February 1, 2017. All should be submitted to 2017abc15@polyu.edu.hk. The URL for the conference web site is <http://www.cbs.polyu.edu.hk/2017abc/>

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

2015 Ranking: 2015 SJR (SCImago Journal Rank) Score: 0.312 | 87/269 Economics, Econometrics and Finance (miscellaneous) | 110/285 Business, Management and Accounting (miscellaneous) (Scopus®)

Featured Articles from January 2017

Special Issue on Leadership Communication: Reflecting, Engaging, and Innovating, Part 1
Edited by Jacqueline Mayfield and Milton Mayfield of Texas A & M International University

Introduction

Jacqueline Mayfield and Milton Mayfield



Communication: Sine Qua Non of Organizational Leadership Theory and Practice

Brent D. Ruben and Ralph A. Gigliotti



The linkage between leadership and communication often is limited to a view of communication as a strategic mechanism—or technique—to be employed by leaders in efforts to achieve specific purposes. This limited conceptualization of leadership communication does not fully capture the pervasive role of communication and fails to provide a nuanced view of the role communication plays in organizational dynamics and in business settings, in particular. This article discusses various



dichotomies raised in the leadership literature that have tended to impede rather than advance our understanding. It then discusses the evolution of thinking about communication and concludes with a discussion of several principles that can enhance contemporary organizational and business communication theory and practice.

Leading by Tweeting: Are Deans Doing It? An Exploratory Analysis of Tweets by SEC Business School Deans

Jefrey Naidoo and Ronald Dulek



This study examines the extent to which the leaders of business schools engage with Twitter to reach diverse audiences, the possible links between Twitter usage and the ranking of the Dean's respective business college, and the linguistic/stylistic approaches adopted. The authors employed sentiment analysis to examine the linguistic approaches among the various tweets from the Dean's account. The findings of the study suggest speaking *at* stakeholders from a public microblog may not be the



most effective way to connect with them. Notwithstanding, biological and cognitive constraints limit the economy of attention and relationships in an online world.

Senders' Bias: How Can Top Managers' Communication Improve or Not Improve Strategy Implementation?

Katsuhiko Shimizu

As environmental change accelerates and future uncertainty increases, implementation of strategy inherently involves continuous adjustment and modification. To meet the need for further research on the critical role of communication, this article contributes to the literature by examining the relationship between communication and strategy implementation. The author proposes that *senders' bias*, which refers to the overestimation of the quality of communication (i.e., degree of sharing) with organizational members by senders (i.e., top managers), is a fundamental implementation problem. Thus, top managers' perceived degree of communication with



organizational members is expected to have limited effects on the degree of value sharing and resulting effectiveness of strategy implementation up to a certain threshold point. The author argues that the relationship between top managers' perceived degree of communication and strategy implementation are moderated by the type of communication (i.e., whether storytelling is used in the communication), communication medium (i.e., the use of e-mails), and top managers' openness to the voices of organizational members. The idea of senders' bias should provide insights into why many organizations struggle with strategy implementation.

Empirically Testing Behavioral Integrity and Credibility as Antecedents for the Effective Implementation of Motivating Language

William T. Holmes and Michele A. Parker



“Walk and talk” alignment is a main pillar of motivating language theory. As such, within the field of educational leadership, the authors hypothesize that behavioral integrity and credibility are required in order for motivating language to occur. In this study, a survey was administered to teachers to gauge the motivating language use of the principal at the school. The authors empirically tested the ability of behavioral integrity and credibility to



predict the principal's motivating language use. They found statistically significant correlations between behavioral integrity and motivating language, credibility and motivating language, and between behavioral integrity and credibility. In each year, behavioral integrity and credibility contributed significantly to the predication of the principal's motivating language use.

Leadership Construction in Intra-Asian English as Lingua Franca Decision-Making Meetings

Bertha Du-Babcock and Hiromasa Tanaka



In Asia, the English language serves as a *lingua franca* to connect people from various backgrounds for managerial synergy. In this study, the authors investigate leadership in a setting where English as *lingua franca* is used among Asian business professionals. Employing the notion of discourse, the authors use quantitative and qualitative analyses to identify how leadership emerges in meetings with multicultural participants, and how different types of leadership affect these decision-making meetings. We conclude that



linguistic and contextual factors discursively construct different styles of leadership, and that these leadership styles lead to starkly different team outcomes. The result indicates that a business meeting is not a logical process leading to a rational decision, but rather an organic mix of contextual, linguistic, and leadership factors when English as *lingua franca* is used in multicultural participants.

Upcoming in April 2017

Special Issue on Leadership Communication: Part 2

Edited by Jacqueline Mayfield and Milton Mayfield of Texas A & M International University

Introduction

Jacqueline Mayfield and Milton Mayfield

Communicating Leader-member Relationship Quality: The Development of Leader Communication Exchange Scales to Measure Relationship Building and Maintenance through the Exchange of Communication-based Goods

Leah M. Omilion-Hodges and Colin R. Baker

Strategic Communication in the C-Suite

Paul Argenti

Discourse of Leadership: The Power of Questions in Organizational Decision Making

Jolanta Aritz, Robyn C. Walker, Peter Cardon, and Lisa Zhli

New Lamps for Old: The Gulf Leadership Communication Framework

Catherine Nickerson and Valerie Priscilla Goby

Commentary: Racial Incidents at the University of Missouri: The Value of Leadership Communication and Stakeholder Relationships

John A. Fortunato, Ralph A. Gigliotti, and Brent D. Ruben

Research Note: Leader Talk and the Creative Spark: A Research Note on How Leader Motivating Language Use Influences Follower Creative Environment Perceptions

Jacqueline Mayfield and Milton Mayfield

IJBC Editorial Board

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

Claudio Baraldi is Professor of Sociology of cultural and communicative processes at the University of Modena and Reggio Emilia, Department of Studies on Language and Culture, Italy. He received a PhD in Sociology and Social Research from the Faculty of Sociology, of the University of Trento in 1991 and became Researcher in 1994 at the University of Urbino. In 2000, he was appointed Associate Professor of Sociology of cultural and communicative processes at the University of Modena and Reggio Emilia. He teaches social systems and culture of communication, theory and methods of dialogue and mediation, and sociology of conflicts. Baraldi has directed or co-ordinated more than 70 empirical research programs and has published eight books as a single author, 10 books as co-author, 22 books as editor or co-editor, and 130 papers in national and international collective volumes and journals. His main research interests are communication systems, forms of communication, and social interactions and cultural and linguistic mediation.





Gail Fann Thomas is Associate Professor at the Graduate School of Business and Public Policy at the Naval Post-Graduate School in Monterey, California. Thomas received her Ed.D from Arizona State University and teaches organization and management, strategic communication, and high-performing teams. Her research interests include strategic communication, inter-organizational collaboration, communication related to organizational change and innovation, the role of language in organizations, and communication strategies for senior leaders. She has published numerous journal articles and received a number of rewards for her research.

Barbara Gibson is principal at Cultural Resolutions, a consultancy in London, whose services include research, intercultural coaching for CEOs and senior executives, training, cross-cultural management and leadership development, conflict/negotiation support, merger and acquisition audits and communication strategy. Gibson has a Ph.D in intercultural communication and more than 25 years' experience in public relations, corporate communication, internal communication, public affairs, strategic planning, marketing and advertising. She is currently serving as president of SIETAR UK (Society for Intercultural Education, Training & Research) and is past international chair of the International Association of Business Communicators (IABC). She has taught at Oklahoma City University in Singapore; Hult International Business School; Birkbeck, University of London; and Syracuse University in London, specializing in intercultural communication.



John McClellan is Director of Graduate Studies at Boise State University. McClellan earned his Ph.D at the University of Colorado at Boulder and studies the discursive qualities of organizing with attention to issues of knowledge, identity, collaboration, and change. With an interest in communicative approaches for living and working together in an increasingly pluralistic society, his research explores collaborative practices that might enable creative decision-making and mutually-beneficial, sustainable ways of organizing. As a former organizational change strategy consultant, his research attends to organizing discourses that simultaneously enable and constrain opportunities to transform the ways we understand and engage organizational life. He teaches undergraduate and graduate courses in relational and organizational communication, organizational discourse, collaborative change, and critical communication perspectives.

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