Conducting an Interdisciplinary Literature Review; Publishing Interdisciplinary Research

Steven F. Freeman

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Background: *Effects of ESOP Adoption and Employee Owner-ship: Thirty-three years of Research and Experience (2008)*

Paper was Very Well-Received

- Basis of successful 1st EO scholar & professional gathering (Penn '08)
- Most downloaded paper in entire U. Penn Scholastic Database
- Extensive media, practitioner interest, a dozen academic cites

But never properly published

- **Interdisciplinary Work Is Tough to Publish**
  - "Not really what we've been covering" *(conversational silos)*
  - Strict protocols, "i.e. AoM Research Propositions" *(stylistic silos)*
  - No sacrifice of depth for breadth *(ego-enhancement silos)*
  - *Lack of everyday support/contact (lack of community silo)*
- **But also:** *Have I really covered the literature?*

Aids to Overcome Obstacles in Conducting and Publishing Interdisciplinary Work

Get Full Background – Interdisciplinary Lit Review Methods

- How to Get the full literature
- Comprehensively scanning, evaluating and integrating all the world's knowledge

Aiding in Concrete Tasks of Publishing

- Accept rejection sanguinely; move on to *Journal B* immediately
- Reformat *Journal B* in appropriation styles and cites
- Search for *Journal B* references to hook into the conversation

Building an interdisciplinary community

- Working together to access our collective experience

Getting the Big Picture

Thoughts on Conducting an Interdisciplinary Literature Review

How to Comprehensively Scan, Evaluate and Integrate All the World's Knowledge

Methods (Original): Snowball Sampling
(*Effects of ESOP Adoption and Employee Ownership: Thirty-three years of Research and Experience* (2007)

Talked to

- Executives at EO firms to understand their issues
- Practitioners (especially Ginny Vanderslice, Michael Keeling) →
- Researchers (Talked to esp. Corey Rosen, Doug Kruse and Joe Blasi)

Snowball Sampling

- technique associated with interview research using recommendations to find *people* with desired characteristics, knowledge or experience.

  1. Find people to study. 2. Ask them to refer you other people who fit your study requirements, then follow up with these new people. 3. Repeat until you have interviewed enough people.

- as contacts are made and relationships built through mutual association, a plethora of information can be shared and collected
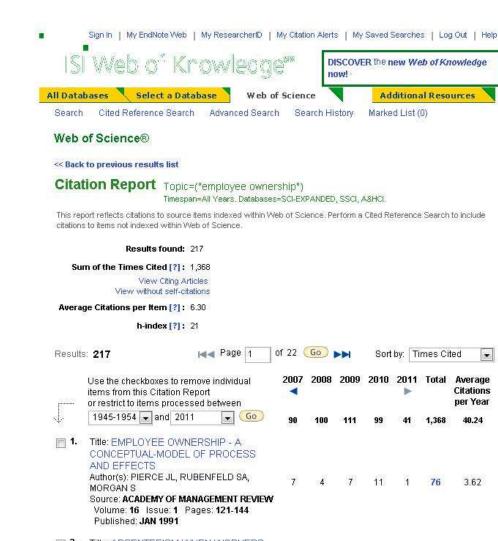- much like a snowball that grows as rolls and collects more snow

Shortcomings of Snowball Sampling for an Interdisciplinary Literature Review

Though the term isn't used, Snowball Sampling is the basic method by which Literature Reviews are conducted: The "interviews" or, more generally, the *samples*, are the *individual publications*.

Value/Application: In the general world of research, Snowball Sampling has it's functions, for example, Studs' Terkel's masterpiece, "Working"

General Shortcoming: Non-probabilistic system (not a random sample), and more generally, non-theoretical system. Network ties are such that you may miss highly relevant groups entirely.

Specific Shortcoming: But we know that academic work is highly networked! How do I know that I've *sampled* the most relevant and most important work?

A Systematic Approach to Incorporating the World's Knowledge for an Interdisciplinary Literature Review

Identifying Seminal Research: In the general world of research, Snowball Sampling has it's functions, for example, Studs' Terkel's masterpiece, "Working"

General Shortcoming: Non-probabilistic system (not a random sample), and more generally, non-theoretical system. Network ties are such that you may miss highly relevant groups entirely.

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Identifying Important Scientific Research through Citation Counts

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The Institute for Scientific Information (ISI) is a comprehensive index of peer-reviewed journal articles

Shortcomings to equating importance with citation counts:

(1) Ignores influence beyond narrow scientific community; a book or magazine article read by millions may not generate scientific cita-tions. Presently, *ISI includes only peer-reviewed journal articles*.

(2) Citation counts are often more a function of funding, gamesmanship and publishing processes than good work.

Still,

> ***ISI citation counts serve as the best available proxy for how influential work is within academia***

ISI search of the topic "employee ownership" or ESOP yields a total of 327 articles. Mean citations: 3.3. Median citations: 0. Mean citations per article/ per year: .25.

Identifying *Influential* Work through Google Scholar Rankings

Relies on citation counts, but also factors in links; accounts for influence beyond the narrow scientific community.

Shortcomings: Haphazard system May include highly biased work, work based on ungrounded assertions and/or assertions that are just plain wrong. Also the database is filled with errors of all types.

Still,

Google Scholar rankings serve as the best available proxy for a publication's use in the larger world of practitioners and policy-makers

Identifying Important Books through Amazon Rankings

Amazon's database lists 1,350 books that are at least tangentially about "employee ownership."

- **Sorted by Relevance**
- Sort by Bestselling
- **Sort by customer rating**

Additionally, can search for only **University Press**.

World Cat search to rank books by Library ownership

Systematically scanning, evaluating and integrating the world's research

Systematically scanning, evaluating and integrating the world's research on employee ownership helps me do better work and also helps YOU.

Not only because it will allow me to better revise and publish this work, but also:

I've use these Systematic searches as the basis for:

(1) **updating CLEO** to include seminal and other important EO work

(2) Establishing an Employee Ownership **Bibliographical** Database

Include Seminal EO Works and Other Important EO Research in CLEO

Curriculum Library on Employee Ownership (CLEO) stats:

- More than 480 EO materials (largest repository of teaching materials on EO and shared capitalism)
- More than 245,000 views

But

- *No key historical works (e.g., work by Kelso)*
- Minimal inclusion of seminal research -- *only 1 of the 40 most cited academic EO articles* (and that record was incorrect, making it difficult to locate)

Expanding CLEO – Part 1 – Incorporating references from Freeman (2008)

Referenced a wide range of work on big fundamental questions: ***What do we really know about EO?***, and based on what we know, ***What are the benefits and costs of EO?,*** as well as derivative Qs:

- Extent of EO and its rate of growth (or decline)?

- Adoption of ESOP legislation and its impact? What role, if any, do tax benefits play in growth or curtailment ?

- Mechanisms by which EO leads to desired outcomes?

- If EO works so well, why isn't it more common, widely reported or appreciated?

- Why are academics reluctant to fully embrace EO?

Expanding CLEO – Part 2 – Incorporating most cited articles based on the ISI Citation Index

Total cites indicates influence over time. *Average annual cites* puts newer articles on a more even footing with older ones. Educators may also want to see newer articles, especially those that seem to be currently influential, so I've also counted more heavily cites in the most *recent 4 years* and most *recent 2 years* as indicators of currently relevant and influential work.

Current Influence Index (CCI) = *Total cites* + (*Average annual cites* * 10) + *cites since 2008* + *cites since 2010*

Expanding CLEO – Part 3 – Incorporating top ranked articles based on Google Scholar

<u>34 influential works</u>:

first three pages of Google Scholar "employee ownership" search finds, which provides 31 references

three additional items from my Google Scholar "ESOP" search

Amazon "employee ownership" Sorted by Relevance

1. Equity: Why Employee Ownership Is Good For Business by Corey Rosen, John Case and Martin Staubus (May 1, 2005) (10 customer reviews) 5 stars

2. Companies We Keep (Revised & Expanded): *Employee Ownership and the Business of Community and Place* by John Abrams and William Greider (Nov 8, 2008) (5 customer reviews) 5 stars

Excerpt - Page 17: "... a new era: not every man a proprietor, but every employee an owner.4 This is not far-fetched, and widespread recognition of the importance of employee ownership may be one of the keys to a restorative future. ..."

3. All Hands on Deck: *8 Essential Lessons for Building a Culture of Ownership* by Joe Tye (Jul 13, 2010) (7 customer reviews) 5 stars

Excerpt - Page 115: "... characteristic of a culture of ownership is employee engagement. You've probably seen Gallup survey results showing that only ..."

4. Ownership Thinking: *How to End Entitlement and Create a Culture of Accountability, Purpose, and Profit* by Brad Hams (Sep 16, 2011)

5. Shared Capitalism at Work: *Employee Ownership, Profit and Gain Sharing, and Broad-Based Stock Options* (National Bureau of Economic Research Conference Report) by Douglas L. Kruse, Richard B. Freeman and Joseph R. Blasi (May 1, 2011)

6. Ownership Quotient: *Putting the Service Profit Chain to Work for Unbeatable Competitive Advantage by* James L. Heskett, W. Earl Sasser and Joe Wheeler (Dec 8, 2008) (6 customer reviews) 5 stars

Excerpt - Page 7: "... FIGURE 1-1 The ownership hierarchy (for employees and customers) Employee ownership Offering ideas about how to improve ..."

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Amazon "employee ownership" Sorted by Relevance

7. An Introduction to ESOPs: *How an employee stock ownership plan (ESOP) can benefit your company, its owners, and its employees by Scott Rodrick* (Nov 1, 2010) - Kindle eBook

8. Participatory Employee Ownership: *How It Works: Best Practices In Employee Ownership* by John Logue, Karen Thomas, Chris Cooper and Alex Teodosio (Jul 1, 1998) (2 customer reviews) 5 stars

9. Incentive Compensation and Employee Ownership, Fifth Edition by Scott Rodrick (Apr 2004) Excerpt - Page 4: "... 4 INCENTIVE COMPENSATION AND EMPLOYEE OWNERSHIP with little understanding of what they are getting back. If ..."

10. Employee Stock Ownership Plan Answer Book, Second Edition by Idelle A. Howitt (Nov 16, 2005) Excerpt - Page 7: "... Scharf, and Jim Keogh, "Wealth and Income Consequences of Employee Ownership, A Comparitive [sic] Study from Washington State" (National Center for Employee ..."

11. Financial Valuation of Employee Stock Ownership Plan Shares by Larry R. Cook (Jun 14, 2005) (3 customer reviews) 5 stars Excerpt - Page 1: "... Introduction to ERISA and ERISA Plans* T he employee stock ownership plan, or "ESOP," has emerged as a special qualified retirement ..."

12. Act Like an Owner: *Building an Ownership Culture* by Robert M. Blonchek and Martin F. O'Neill (Mar 25, 1999) (6 customer reviews) 4 1/2 stars

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Bibliographic Database: **Using Endnote** (or other Bibliographic Software) to:

- organize a research library -- identify articles specific to papers or topics

- Search for articles based on identified properties

- Share files; quick and easy way to get relevant articles on specific topics

- Import references from online databases

- Insert citations into a Word document as you write

- Create bibliographies in a particular journal's style

- Link to PDF files

EndNote X4 Main Screen

EndNote X2 - [Frank Testing]

File Edit References Groups Tools Window Help **1.**

APA 5th Copy   Quick Search

Groups **2.**

Author	Year	Title	Journal	Ref Type	URL
Sogaard	2007	[A royal eye lesion]	Dan Medici...	Journal Arti...	http://ww
Tian	2007	[Clinical characteristics of moderate ...	Zhonghua Y...	Journal Arti...	http://ww
Ibrahim	2007	Use of the levator muscle as a frontal...	Ophthal Pla...	Journal Arti...	http://ww
Mesa Gutierr...	2007	[Upper eyelid surgery for treatment of...	Cir Pediatr	Journal Arti...	http://ww
Koelsch	2007	Marcus Gunn Jaw-Winking synkinesi...	Mov Disord	Journal Arti...	http://ww
Danek	2006	The challenge of axonal path-finding	Strabismus	Journal Arti...	http://ww
Wikstrand	2006	Ophthalmological findings in children ...	Acta Ophth...	Journal Arti...	http://ww
Doco-Fenzy	2006	Pure direct duplication (12)(q24.1-->...	Am J Med ...	Journal Arti...	http://ww
Festa	2005	Tetralogy of fallot with left heart hypo...	Pediatr Car...	Journal Arti...	http://ww
Yamada	2005	A novel KIF21A mutation in a patient ...	Arch Ophth...	Journal Arti...	http://ww
Stokes	2005	Intraosseous hemangioma of the infr...	J Craniofac...	Journal Arti...	http://ww
Tahri	2004	[Marcus-Gunn Syndrome. Based on ...	Bull Soc Be...	Journal Arti...	http://ww
Torres	2004	[Marcus Gunn Phenomenon: different...	J Pediatr (...	Journal Arti...	http://ww
Pieh	2003	Congenital fibrosis syndrome associ...	Graefes Ar...	Journal Arti...	http://ww
Odehnal	2002	[New views on aberrant innervation o...	Cesk Slov ...	Journal Arti...	http://ww
Prakash	2002	Inverse Marcus Gunn phenomenon	Indian J Op...	Journal Arti...	http://ww
Valenca	2001	[Idiopathic facial paralysis (Bell's pal...	Arq Neurop...	Journal Arti...	http://ww
Otradovec	2001	[Duane's retraction syndrome--overvi...	Cesk Slov ...	Journal Arti...	http://ww
Hwa...	2001	A case of Marcus Gunn jaw winking ...	Am J Ophth...	Journal Arti...	http://ww
Kods...	2000	Marcus Gunn jaw winking with trigem...	J AAPOS	Journal Arti...	http://ww
Gran...ier	2000	Ophthalmology update for primary pr...	Dis Mon	Journal Arti...	http://ww

All References (1185)
Duplicate Refer... (0) **2.**
Imported Refere... (21)
Search Results (42)
Trash (49)

Custom Groups
Cornell Fren... (98)

Smart Groups **3.**
Marcus Gunn (272) **.**
Vision Rese... (134)

Online Search **4.**
Acad Searc... (0)
Bib natl de F... (0)
British Library (0)
Cornell U (0)
ERIC (CSA) (0)
ERIC (EBS... (0)
Medline Adv... (0)
Natl Lib of M... (6)
PubMed (NL... (2)
U Kentucky (0) **5.**
U Paris (0)
more...

8.

Preview | Online Search - PubMed MEDLINE at PubMed (NLM)

	Any Field	Contains	marcus gunn	**6.**	+	-
And	Any Field	Contains			+	-
And	Any Field	Contains			+	-

Search   Options... ▶   Search Remote Library   ☐ Match Case ☐ Match Words

8.

Showing 142 of 142 references in Group. (All References: 11   ▲ Hide Tab Pane

Ready   NUM

Endnote -- Cite While You Write

- Inserts relevant author and year info
  - Correctly orders citations
  - Keeps track of occurrences of citations (when to use "et al" after first occurrence)
  - Removes reference from list if you remove occurrence
- Instant bibliography (re)formatting
- Layout
- Output styles for every journal

Bibliographic Database:
How it can help individually

- Enable comprehensive searches of material by 25 assigned bibliographic fields including abstract, contents, key words and notes as well as 6 custom fields

- Can use key words and criteria from other fields for creating reference lists, annotated bibliographies, syllabi, etc.

- Links citations and references; eliminates the need to separately add citations and references and then to repeatedly check references to citations.

- "Cite as you write": Insert citations into a document as you write and automatically generate bibliographies

- Automatically number and order references

Bibliographic Database: **How it can help individually**

- Import references from online databases

- organize references by a variety of criteria

- Export references to text file or spreadsheet

- automatically generates citations, notes and references in the desired style- e.g., APA

- automatically regenerates citations, notes and references in a different style- so as to more easily enable submitting a paper to a new journal or different type of forum

To Publish interdisciplinary work.

- Accept rejection sanguinely; move on to *Journal B* immediately. Reformat and send. Repeat until published.

Bibliographic Database:
How it can help collectively

- Find and use other relevant articles that colleagues have already read/used/entered/checked/formatted

- Search a wide database for relevant properties such as terms and themes by journal.

- See how colleagues have used references

What are your suggestions for seminal/important work that may have been overlooked through these methods?

Building an interdisciplinary community

Research requires community and culture

- That's why academic disciplines exist.

- Doing interdisciplinary work requires interdisciplinary community.

Shared libraries, insights on perspectives and aid in publishing are important steps along the way to building an interdisciplinary community capable of doing good work and getting that work out.

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