

## **16<sup>th</sup> GEM&L International Conference on Management & Language**

**10-12 May 2023**

**ISIT, Arcueil campus**

Conference venue:

23/25, avenue Jeanne d'Arc  
94110 Arcueil  
France

RER B : Laplace

### **Language-sensitive research in IB and management: Current perspectives on societal challenges**



The organizers wish to warmly thank our sponsor



## PROGRAM OUTLINE

All times are CEST/Paris time

### Tuesday, 9 May 2023, Pre-Conference

- 17:00 Visit to Mundolingua, Museum of Languages, organised by Amy Church-Morel.  
Address: 10 rue Servandoni, 75006 Paris. Meet at museum entrance.  
Métro Odéon (lines 4, 10), Mabillon (line 10), Saint Sulpice (line 4), Sèvres-Babylone (lines 10, 12). Or RER B Luxembourg.
- 19:00 Dinner : Le Bullier, 22 avenue de l'Observatoire, 75014 Paris (No host).  
RER B Port Royal.

### Wednesday, 10 May 2023, ISIT Arcueil campus

- 08:30–09:00 Registration
- 09:00–09:30 Welcome address, Auditorium Europe  
**Philippe Lecomte**, President of GEM&L  
**Beate Baldwin**, Dean of ISIT  
**Ludovica Maggi**, Coordination recherche et projets de coopération  
ISIT, Paris Panthéon-Assas Université
- 09:30–10:30 First keynote address, Auditorium Europe  
**Janne Tienari**, Hanken School of Economics, Finland  
***Language and...? Critical research that matters***
- 10:30–11:00 Coffee break, ISITLab
- 11:00–12:30 **Session 1** – Auditorium Europe
- 12:30–14:00 Lunch, Marriott Paris Arcueil
- 14:00–15:30 **Session 2** – Auditorium Europe & Room AF106 (1<sup>st</sup> floor)
- 15:30–16:00 Coffee break, ISITLab
- 16:00–17:00 **Session 3** – Auditorium Europe & Room AF106 (1<sup>st</sup> floor)
- 17:00–17:30 GEM&L Annual General Meeting, Auditorium Europe
- 19:30 **Reception & Welcome Drink** at Café Ecir  
Welcome drink, sponsored by EFMD  
Dinner: Restaurant Café Ecir, 59 boulevard Saint-Jacques, 75014 Paris (No host).  
Métro Denfert Rochereau (lines 4, 6) or Métro Saint Jacques (line 6).

### Thursday, 11 May 2023, ISIT, Arcueil campus

- 09:00–09:30 ISIT Presentation, Auditorium Europe  
***Business, language, culture: integration pathways for training and professional practice.***  
**Nadia Bensmail**, Head of Department, Intercultural Communications and Translation  
**Nathalie Lorrain**, Head of Department, Intercultural Management  
**Marianna Gyapay**, Head of Placement and Business Partnerships
- 09:30–10:30 Second keynote address, Auditorium Europe  
**Andrea Whittle**, Newcastle University Business School, UK  
***Analysing culture through moral reasoning in discourse***
- 10:30–11:00 Coffee break, ISITLab
- 11:00–12:30 **Session 4** – Auditorium Europe & Room AF106 (1<sup>st</sup> floor)

12:30–14:00 Lunch, Marriott Paris Arcueil  
14:00–15:30 **Session 5: Doctoral sessions** - Auditorium Europe & Rooms AF106 & AF107 (1<sup>st</sup> floor)  
15:30–16:00 Coffee break, ISITLab  
16.00–17:00 **Session 6** – Auditorium Europe & Room AF106 (1<sup>st</sup> floor)  
17:00–17:30 Group Photo, ISITLab or ISIT courtyard

19:30 **Gala Dinner** at La Coupole, 102 Bd du Montparnasse, 75014 Paris.  
Métro Vavin (line 4), Montparnasse Bienvenue (lines 4,6,12,13).

**Nigel Holden prize, EFMD and GEM&L awards** with the kind participation of  
**Magdalena Wanot, Director of Marketing & Communications, EFMD**

### Friday, 12 May 2023, ISIT, Arcueil campus

09:00–10:30 Panel discussion, Auditorium Europe  
*Developing innovative research methodologies for studying multilingual communication in global organizations*  
**Marjana Johansson**, University of Glasgow  
**Leigh Anne Liu**, Georgia State University  
**Rebecca Piekkari**, Aalto University School of Business  
**Janne Tienari**, Hanken School of Economics  
**Helen Zeitoun**, CEO & Founder Datae Humanum  
Moderator: **Wilhelm Barner-Rasmussen**, Åbo Akademi University

10:30–11.00 Coffee break, ISITLab

11.00–12:00 **Session 7**

12:00–13:00 Closing session, ISITLab  
Closing drink, sponsored by EFMD

13:30 Social afterwork for doctoral students, organised by **Madeleine Bausch**  
Le Choupinet, 58 Bd Saint-Michel, 75006 Paris.  
RER B Luxembourg.

## FULL PROGRAM

All times are CEST/Paris time

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**Janne Tienari**, Hanken School of Economics, Finland  
*Language and...? Critical research that matters*
- 10:30–11:00 Coffee break, ISITLab
- 11:00–12:30 **Session 1**

#### Track 1: Migration and the multilingual workplace

Chair: **Mary Vigier**

Room: **Auditorium Europe**

**Maria Ivanova-Gongne, Maria Elo, Wilhelm Barner-Rasmussen**

Language as a tool for informal migrant entrepreneurship: Communication of Russian-speaking diaspora on Facebook

**Wilhelm Barner-Rasmussen, Claudine Gaibrois, Natalie Victoria Wilmot**

All in the same boat, but not in the same way: How language hierarchies and language ideologies affect international migrants' work life experiences

**Johanna Niskavaara, Rebecca Piekkari**

A review of migrants' native language skills in SME internationalization

- 12:30–14:00 Lunch Marriott Paris Arcueil

14:00–15:30 **Session 2**

<b>Track 2: Language, equality and justice</b>	<b>Track 3: Cross-border communication and workplace dynamics</b>
<b>Chair: Dorte Lønsmann</b>	<b>Chair: Jane Kassis-Henderson</b>
<b>Room: Auditorium Europe</b>	<b>Room: AF106 (1<sup>st</sup> floor)</b>
<b>Kristina Humonen</b> Linguistic habitus and social inequalities: The role of language in migrant workers' positioning in the workplace	<b>Hélène Langinier, Sabine Ehrhart, Gregory Hamez, Claudia Polzin Hauman, Christina Reissner, Jean-Yves Trépos</b> European cross border police cooperation in the French region of the four borders – Between bridging and bonding
<b>Marjana Johansson</b> Advancing the critical language-sensitive IB research agenda: Linguistic justice in organizations	<b>Amy Church-Morel, Anissa Louzir-Ben Hassine, Steven J. Sacco, Mary Vigier</b> Workplace language dynamics in the highly multilingual contexts of Tunisia, Senegal, and Mauritania: groundwork for future research
	<b>Michał Wilczewski, Guro R. Sanden</b> Expatriate-host country national interactions: A bibliometric, thematic, and content analysis review

15:30–16:00 Coffee break, ISITLab

16:00–17:00 **Session 3**

<b>Track 4: Visual communication and design</b>	<b>Track 5: International business and management education</b>
<b>Chair: Kristina Humonen</b>	<b>Chair: Betty Beeler</b>
<b>Room: Auditorium Europe</b>	<b>Room: AF106 (1<sup>st</sup> floor)</b>
<b>Faith Hatani</b> Language choices and different framing biases: How the media broadcast news in two languages	<b>Miya Komori-Glatz, Kaisa S. Pietikäinen</b> Teaching BELF pragmatics for business negotiations: an online, intercultural collaboration between two European business schools
<b>Peter Daly, Dardo de Vecchi</b> Visual design in start-up internationalization: A social semiotic analysis of Le Chocolat des Français	<b>Višnja Kabalin Borenić, Marina Dabić, Jane F. Maley</b> Language sensitivity in international business: Are we doing enough in higher education?

17:00-17:30 GEM&L Annual General Meeting, Auditorium Europe

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**Nadia Bensmail**, Head of Department, Intercultural Communications and Translation  
**Nathalie Lorrain**, Head of Department, Intercultural Management  
**Marianna Gyapay**, Head of Placement and Business Partnerships

09:30–10:30 Second keynote address, Auditorium Europe  
**Andrea Whittle**, Newcastle University Business School, UK  
***Analysing culture through moral reasoning in discourse***

10:30–11.00 Coffee break, ISITLab

11.00–12:30 **Session 4**

<b>Track 6: Corporate language policies</b>	<b>Track 7: Communication, context, and culture</b>
<b>Chair: Guro R. Sanden</b>	<b>Chair: Michał Wilczewski</b>
<b>Room: Auditorium Europe</b>	<b>Room: AF106 (1<sup>st</sup> floor)</b>
<b>Dorte Lønsmann, Jacob Thøgersen</b> The role of English in Danish workplaces: Who uses English and how much?	<b>Genevieve Tréguer-Felten, Jane Kassis-Henderson</b> This is not logical!": Why such a reaction? Turning to linguists for answers
<b>Komal Kalra</b> Language management in MNCs: The role of language accommodation approaches in reducing the unfavorable effects of corporate language policies	<b>Israel Drori, Ronny Manos, Estefania Santacreu-Vasut, Amir Shoham</b> The organizational and cultural boundaries of gender homophily in microfinance
<b>Sergi Casals, Juan Carlos Díaz-Vásquez</b> Toward the conceptual distinctness of corporate language: A bibliometric analysis	<b>Elena Poliakova, Leigh Anne Liu, Frieder Lempp</b> Communication contexts and metaphors as a way of capturing negotiators' cognition

12:30–14:00 Lunch Marriott Paris Arcueil

14:00–15:30 **Session 5: Doctoral sessions**

<b>Track 8: Doctoral session: Language, diversity and inclusion</b>	<b>Track 9: Doctoral session: Migration and the multilingual workplace</b>	<b>Track 10: Doctoral session: Language skills and language brokers</b>
<b>Chair: H��l��ne Langinier</b>	<b>Chair: Claudine Gaibrois</b>	<b>Chair: Komal Kalra</b>
<b>Room: Auditorium Europe</b>	<b>Room: AF106 (1<sup>st</sup> floor)</b>	<b>Room: AF107 (1<sup>st</sup> floor)</b>
<b>Hilla Back</b> Dynamics of inclusion paradoxes: Inter-relations of national, organizational, and individual levels	<b>Youjeong Song</b> Liability of origin or advantage of origin? How nationality determines the effects of language on low-skilled migrant workers' workplace social integration and well-being	<b>Magdalena Zehetgruber</b> Recruiters' perspectives on candidates' plurilingual competence
<b>Bernadette Hofer-Bonfim</b> How do corporations visually communicate Diversity & Inclusion commitment? A comparison of photographs in corporate non-financial disclosures across three countries	<b>Clementine Chitulangoma</b> Migration, the multilingual workplace, and the consequences for organizations. How do migration movements change language practices in organizations?	<b>Youjeong Song, Mary Zellmer-Bruhn</b> Good for me or for us? Motivations and outcomes of language brokerage
<b>Carlo Brighi</b> Language ambiguity in a corporate language policy	<b>Yanping He-Ulbricht, Marc Oliver Rieger</b> Cultural impact on fairness perception of inequality — a study on people with Chinese roots living in Germany	

15:30–16:00 Coffee break, ISITLab

16.00–17:00 **Session 6**

<b>Track 11: Language sensitivity in professional communication and research</b>	<b>Track 12: Language, diversity, and virtual teams</b>
<b>Chair: Rebecca Piekkari</b>	<b>Chair: Leigh Anne Liu</b>
<b>Room: Auditorium Europe</b>	<b>Room: AF106 (1<sup>st</sup> floor)</b>
<b>Tatyana Martynova, Elena Orlova</b> Language sensitivity in professional communication of interdisciplinary and cross-functional teams	<b>Danielle Taylor</b> How can (partial) code-switching benefit a multilingual virtual team? A serious game study
<b>Stephanie Jo Kent</b> Applying the ethnography of communication to research on language use in multilingual organizations	<b>Mike Szymanski, Carlo Brighi</b> "Do you understand what I'm Saying? And writing?" The perceptual differences in communication media choice between native and non-native speakers

17:00–17:30 Group Photo, ISITLab or ISIT courtyard

19:30 **Gala Dinner** at La Coupole, 102 Bd du Montparnasse, 75014 Paris

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**Janne Tienari**, Hanken School of Economics  
**Helen Zeitoun**, CEO & Founder Datae Humanum  
Moderator: **Wilhelm Barner-Rasmussen**, Åbo Akademi University

10:30–11:00 Coffee break, ISITLab

11:00–12:00 **Session 7**

**Track 13: Language, discourse, and representation**

**Chair: Mike Szymanski**

**Room: Auditorium Europe**

**Gerlinde Mautner, Mark Learmonth**

Power in disguise: A critique of leadership discourse

**Iga Maria Lehman**

Communicative reflexivity in scholarly writing on management and organizations

12:00–13:00 Closing session, Auditorium Europe  
Closing drink, sponsored by EFMD

13:30 Social afterwork for doctoral students, organised by Madeleine BAUSCH  
Le Choupinet, 58 Bd Saint-Michel, 75006 Paris, <https://lechoupinet.com/>



## KEYNOTE ADDRESSES

### Language and ...? Critical perspectives and research that matters



**Janne Tienari** is Professor of Management and Organization at Hanken School of Economics, Helsinki, Finland. His research and teaching interests include language in gender and diversity, feminist theory, strategy work, managing multinational corporations, mergers and acquisitions, branding, media, and social media, and changing academia. He has served as Associate Editor of *Organization* and Senior Editor of *Organization Studies*. He is on the Editorial Review Board of *Journal of International Business Studies* and on the Editorial Advisory Board of *Critical Perspectives on International Business*. Tienari's work has been published in journals such as *Academy of Management Review*, *Organization Science*, *Organization Studies*, *Organization*, *Human Relations*, *Journal of Management Studies*, *Journal of World Business*, *Management Learning*, and *Gender, Work and Organization*.

#### **Abstract**

In this keynote talk, I offer ideas for doing critical research on language. I share my personal experiences and reflections and elaborate on what it means to study language in ways that can be considered meaningful today. Taking the standpoint that language constructs reality I view it through discourse, visibility, and multimodality and discuss how we can study language in its powerful contemporary forms online and offline. I move onto considering academic writing as a form of language use and address the implications of English language as the academic lingua franca. I thereby extend the discussion to natural languages and identity in multinational settings, offering ideas on what it means to study these reflexively. Finally, I envision how we could move from reflexivity to respect in terms of what and who we study, how we do it, and how we write about the fruits of our labor. All this amounts to what I consider critical research on language that matters. While not all our research may be socially, societally, and globally meaningful, we can strive for this in and through our dedicated work. I argue that such work is always about language and something else.

## Analysing culture through moral reasoning in discourse



**Andrea Whittle** is Professor of Management and Organization Studies at Newcastle University Business School. Before joining Newcastle University in 2013, Andrea held a Chair in Organization Studies at Cardiff University. Her research is driven by a passion for understanding the role of language in management settings and is informed by theories and methodologies from the fields of discourse analysis, narrative, discursive psychology, dramaturgy, and ethnomethodology. She has conducted research on management consultants, identity, branding, organizational change, strategic change and public accountability following accidents and crises.

### Abstract

Moral reasoning is an important component of how businesses get things done and how businesses themselves are judged. Moral reasoning involves not only those ‘big’ questions of the organization’s ethical commitments and social responsibility. It also involves apparently ‘small’ questions of how people inside and outside organizations talk about and interpret their respective rights, responsibilities, obligations and expectations. In short, moral reasoning involves apparently mundane but important discourse about ‘right and wrong’ that serves to construct and maintain the ‘social order’.

In this talk, I will provide an overview of three research projects I have conducted with teams of collaborators which explore moral reasoning using different theoretical and methodological lenses. The first project uses critical metaphor analysis to examine the moral reasoning and delegitimation of the payday loan industry in the media (Budd et al., 2019). The second project uses membership categorisation to explore the moral reasoning used in meetings by a team of managers undertaking organizational change (Whittle, et al., 2015). The third project - work in progress - uses theories of impression management and identity work to examine how top managers handled moral accountability in media interviews when asked the question “does money motivate you?”.

In all three projects, despite their distinct theoretical approaches, language was the central medium through which moral reasoning was accomplished. I will conclude by outlining avenues for the study of moral reasoning in international business and language research and the promise of research in cross-cultural and pluralistic contexts in particular.

### References

- Budd, K., Kelsey, D., Mueller, F., & Whittle, A. (2019). Metaphor, morality and legitimacy: A critical discourse analysis of the media framing of the payday loan industry. *Organization*, 26(6), 802-829.
- Whittle, A., Housley, W., Gilchrist, A., Mueller, F., & Lenney, P. (2015). Category predication work, discursive leadership and strategic sensemaking. *Human Relations*, 68(3), 377-407.

## CONFERENCE PAPER ABSTRACTS

### Track 1: Migration and the multilingual workplace

**Maria Ivanova-Gongne, Maria Elo & Wilhelm Barner-Rasmussen**

*Åbo Akademi University, Finland; University of Southern Denmark, Denmark & Åbo Akademi University, Finland*

#### **Language as a tool for informal migrant entrepreneurship: Communication of Russian-speaking diaspora on Facebook**

Previous research has mostly disregarded common linguistic diasporas as an important factor enabling entrepreneurship. Being spoken by individuals in post-Soviet countries and by migrants around the world, there are around 120 million of Russian-speakers, both on native and second language levels, that live outside Russia. Russian-speaking individuals may benefit from the common language in their entrepreneurial endeavors that goes beyond a certain nationality. Common language diaspora Facebook groups are essential for informal migrant entrepreneurs that pursue business out of subsistence and lifestyle motives, as well as an extra activity to their daily work. We focus on communicative functions of Facebook posts related to entrepreneurial activities of Russian-speaking diaspora and how the social interactions in the group supports their businesses. The paper contributes to the increasing research on the role of language in migrant entrepreneurship.

**Keywords:** Russian-speaking, language, migrant entrepreneurship, post-Soviet, Facebook

**Wilhelm Barner-Rasmussen, Claudine Gaibrois & Natalie Victoria Wilmot**

*Åbo Akademi University, Finland; University of St. Gallen and Bern University of Applied Sciences, Switzerland & University of Bradford, UK*

#### **All in the same boat, but not in the same way: How language hierarchies and language ideologies affect international migrants' work life experiences**

This paper analyses international migrants' experiences of work life in their new locations specifically from the perspective of how these experiences are (co-)shaped by language. Based on an exploratory qualitative study to be conducted in Switzerland, the UK and Finland, we identify commonalities and differences between different types of migrants', ranging from highly qualified self-initiated expatriates to recognized refugees. Preliminary findings from the German-speaking part of Switzerland show that: 1) Limitations on the job market and the need to find a niche as well as the role of the national context, e.g., in the form of prevalent language ideologies, affect all migrants, 2) a hierarchy of languages creates status differences between migrants, which sometimes intersect with nationality- or culture-related preconceptions. We then discuss the implications for conceptualizations of language proficiency and for language expectations towards migrants.

**Keywords:** Migration, migrant, language-sensitive IB, fluency, intersection, employment, work life

**Johanna Niskavaara & Rebecca Piekkari**

*Aalto University School of Business, Finland*

#### **A review of migrants' native language skills in SME internationalization**

In this paper, we connect previous research on migrants with firm internationalization and approach them from the perspective of language. Unlike much of previous work that focuses either on foreign language skills of local employees or on the host country language skills of migrants, we draw attention

to the resources embedded in migrants' native languages for the internationalization of small and medium-sized enterprises (SMEs). We undertake an interdisciplinary review of 61 publications in the fields of International Business, International Entrepreneurship, Industrial Marketing and Purchasing, and Economics that appeared between 1956 and 2021. Our findings show that language skills – or the lack thereof – significantly affect the internationalization of SMEs, and migrants' native language and cultural knowledge may play a key role in encouraging an SME to target migrants' country of origin. As many societies today are destinations of increasing migration, these incoming talents could assist SMEs in achieving their growth ambitions through internationalization.

**Keywords:** Migrant, native, language, internationalization, SMEs

## Track 2: Language, equality and justice

**Kristina Humonen**

*Newcastle University, UK*

### Linguistic habitus and social inequalities: The role of language in migrant workers' positioning in the workplace

This paper explore how various language praxis contributes to migrant employees' positioning in a multilingual kitchen environment. It focuses on one Finnish restaurant and seeks to provide an in-depth ethnographically-informed analysis. The dataset consists of field observations, semi-structured interviews, audio-recorded workplace talk, and pictures. Theoretically, it draws on the Bourdeausian framework and expands on Roberts' (2021) notion of 'linguistic penalty'. The paper shows how linguistic exclusion is reinforced through everyday practices and can take spoken, written and physical forms. Finally, it suggests that language can be used as a tool of control which benefits employers and contributes to unequal labour division.

**Keywords:** Linguistic anthropology, organisational ethnography, migrant workers, language and power, neoliberalism, linguistic capital, Bourdieu, linguistic penalty, linguistic discrimination

**Marjana Johansson**

*University of Glasgow, UK*

### Advancing the critical language-sensitive IB research agenda: Linguistic justice in organizations

This paper seeks to advance critical language-sensitive IB research by arguing for the value of the concept of linguistic justice to examine language-based organizational (in)equality and inclusion. In doing so it brings existing research into equality, diversity and inclusion (EDI) in organization studies together with language-sensitive IB research, to include linguistic justice into a broader notion of organizational justice. The paper contributes to a nascent strand of research which seeks to write languages more closely into organization studies.

**Keywords:** Linguistic justice, diversity, inclusion, critical language-sensitive research

## Track 3: Cross-border communication and workplace dynamics

**Hélène Langinier, Sabine Ehrhart, Gregory Hamez, Claudia Polzin Hauman, Christina Reissner & Jean-Yves Trépos**

*University of Strasbourg, France; Université de Luxembourg, Luxembourg; Université de Lorraine, France; Universität des Saarlandes, Germany & Université de Lorraine, France*

### **European cross border police cooperation in the French region of the four borders – Between bridging and bonding**

In this paper, we want to understand how different national police forces experience cross-border cooperation in the "Grande Région ", the border region between France, Germany, Belgium and Luxembourg. More precisely, we wish to identify factors facilitating the development of hybrid working practices in police cross-border cooperation, with a special focus on the role played by boundary spanners in this endeavour. Challenges of the interplay between local and national levels and the difficult correspondences between different national levels are overcome thanks to dedicated individuals acting as boundary spanners. Beyond traditional boundary spanning activities (exchanging information between units, link different actors, facilitating cross-boundary transactions and intervening to create positive outcomes between different unit), the use of non-traditional language practices (seen from a European perspective) by employees who are locally embedded offers the necessary creativity to understand concepts that cannot be easily translated into the other language(s).

**Keywords:** Cross-border cooperation, police, language, culture, boundary spanning

**Amy Church-Morel, Anissa Louzir-Ben Hassine, Steven J. Sacco & Mary Vigier**  
*Université Savoie Mont Blanc, France; Higher Institute of Computer Science and Management of Kairouan, Tunisia; Sacco Global Consulting, USA; ESC Clermont Business School, France*

### **Workplace language dynamics in the highly multilingual contexts of Tunisia, Senegal, and Mauritania: groundwork for future research**

With the objective of further investigating the organizational language practices, policies, and strategies adopted by people working in multinational enterprises in highly multilingual country contexts with a history of colonial language hierarchy, we propose groundwork for studying the workplace language dynamics in the national contexts of Tunisia, Senegal, and Mauritania, a theoretical development paper illustrated with exploratory interview material. The intended contributions are to develop insights on language-sensitive management about contexts in the Global South, further explore, question, confirm and nuance the notions of linguascapes and cosmopolitan approaches to workplace language dynamics, and to contribute to developing the notion of corporate sociolinguistic responsibility.

**Keywords:** Language, diversity, multilingualism, Global South, language policies, corporate sociolinguistic responsibility

**Michał Wilczewski & Guro R. Sanden**  
*University of Economics and Human Sciences in Warsaw, Poland & BI Norwegian Business School, Norway*

### **Expatriate-host country national interactions: A bibliometric, thematic, and content analysis review**

This article systematically reviews the literature (197 empirical articles extracted from Scopus) on interactions between expatriates and host country nationals (HCNs), published in 126 journals between 1989-2022. We combined bibliometric analysis with thematic and content analyses to identify the most impactful journals, countries, and authors, as well as to map the thematic structure of the field, explore major research findings, and establish future research directions. Subsequent analyses consistently revealed three major research streams in the field: adjustment, language and communication, and expat-HCN relationships. There is much potential for the field to develop, especially with regard to the driving themes such as language, communication, and cultural issues in expat-HCN integration, adjustment, and learning. Moreover, expat-HCN interactions should be investigated from the

perspective of current global disruptions and based on empirical data from non-anglophone and underexplored countries with a high share of expats in the total population.

**Keywords:** Literature review, expatriate, host country national/HCN, bibliometric analysis, thematic analysis, content analysis

#### Track 4: Visual communication and design

**Faith Hatani**

***Copenhagen Business School, Denmark***

##### **Language choices and different framing biases: How the media broadcast news in two languages**

This paper investigates differences in framing biases in news coverage when a country's media channels broadcast foreign aid policy in two languages. The paper employs a qualitative content analysis of news broadcast on YouTube and draws our attention to media biases that might influence the potential audiences in their understanding of the country's foreign activities. To highlight the different framing biases in the news about a particular event, the study utilises news videos about the fifth Tokyo International Conference on African Development aired by Japan's media in both Japanese and English. By doing so, the study explores a new avenue of qualitative methodologies that advance language-sensitive research in international settings.

**Keywords:** Language choice, framing bias, media logic, YouTube; foreign aid policy, Japan

**Peter Daly & Dardo de Vecchi**

***EDHEC Business School, France & Kedge Business School, France***

##### **Visual design in start-up internationalization: A social semiotic analysis of Le Chocolat des Français**

This paper reports on how born-global, DNVB start-ups use semiotic approach to convey meaning and deal with language diversity when internationalizing. We investigate the French start-up, *Le Chocolat des Français*, and how they use diverse code to make meaning. A social semiotics perspective is used to demonstrate how the start-up exploits visual design in their packaging and their advertising campaign. We identified two major challenges when using visual design namely, the requisite cultural knowledge required to interpret visual communication and the possibility of being lost in intended interpretation, and the need to consider perceptual processes between different cultures when internationalizing. This paper will be useful to start-ups to better appreciate the cultural contingencies when meaning-making in a global market using visual design.

**Keywords:** Multimodality, social semiotics, born-global start-ups, DNVBs, internationalization

#### Track 5: International business and management education

**Miya Komori-Glatz & Kaisa S. Pietikäinen**

***Vienna University of Economics and Business, Austria & NHH Norwegian School of Economics, Norway***

Teaching BELF pragmatics for business negotiations: an online, intercultural collaboration between two European business schools

Teaching English in business universities is experiencing a paradigm shift to reflect the communicative needs of the global workplace. With the majority of interactions in English taking place among multilingual speakers, there are increasing calls to integrate perspectives of English as a business lingua

franca (BELF) into English language and business communication teaching (Kankaanranta et al., 2015; Kaur & Birlik, 2021). Yet, it remains a challenge for universities to provide opportunities for students to practice BELF communicative strategies in genuinely intercultural interactions. To address this gap, we are running an action research project that brings together students from two European business universities to experience an intercultural negotiation and practise BELF communication skills in an online environment. After two phases of execution, data collection and reflection, we are currently planning a third. Feedback from the students in the form of questionnaires and end-of-semester reflective reports indicates that this activity is both 1) feasible and 2) a valuable learning experience.

**Keywords:** English as a business lingua franca (BELF), teaching intercultural communication, digital collaboration, internationalization, Business English

**Višnja Kabalin Borenić, Marina Dabić & Jane F. Maley**

**University of Zagreb, Croatia; University of Zagreb, Croatia & Sabanci University, Turkey**

### **Language sensitivity in international business: Are we doing enough in higher education?**

Language diversity in multinational companies has produced repeated and, as yet, generally ignored calls to put language diversity centre stage in management and international business (IB) education. International mobility programs have, however, improved students' language and cultural competencies but it is still uncertain whether the participants acquired language sensitivity skills as such. Motivated by the desire to introduce our IB students to the topic of language in IB and make the first steps towards including the topic in the curriculum, we employed a three-step procedure allowing us to explore and compare language-related beliefs of business undergrads, introduce them to prominent research in the field and conduct a preliminary needs analysis in three groups of students with varying degrees of international experience. Our paper analyses the challenges and opportunities provided by mobility programmes and internationalisation at home.

**Keywords:** Language sensitivity, multilingual/multicultural workplaces, management and IB education, learning objectives in higher education, BELF, mobility programmes

## **Track 6: Corporate language policies**

**Dorte Lønsmann & Jacob Thøgersen**

**University of Copenhagen, Denmark**

### **The role of English in Danish workplaces: Who uses English and how much?**

We present results of a questionnaire survey of a representative sample of the Danish population conducted in the spring of 2022. The survey examines English at work, i.e. how often Danes speak, read, write and listen to English while working.

Our results show a large presence of English in Danish workplaces. A large majority *read* English at work, fewer *write*. The frequency and type of English use varies between different types of work, different types of workplaces, and different types of workers. While English plays a large role in some contexts, e.g. among highly skilled professionals and in technical industries, it plays a relative minor role in others, e.g. in health care and public services. Both the frequent use of English in some settings and the limited use of English in others have repercussions beyond just language choice, particularly when it comes to work migration and inclusion of migrants in the workplace.

**Keywords:** English use, internationalisation, English as a lingua franca, language and migration

**Komal Kalra**  
**Newcastle University, UK**

### **Language management in MNCs: The role of language accommodation approaches in reducing the unfavorable effects of corporate language policies**

This study analyzes the impact of adopting a corporate language, i.e., English on the successful implementation of on-the-job training programs within two MNCs in India. Similar to the findings of prior research on language in international business, we find that adoption of English can create cognitive discomfort for less proficient speakers as they are unable to fully process the information that is transmitted during the training programs, which can further cause feelings of emotional anxiety and distress. Drawing on communication accommodation theory, we find that proactive and reactive language accommodation approaches employed by training recipients, trainers and the firm can reduce the detrimental effects of corporate language implementation. The impact of a language accommodation approach varies according to its source and time of implementation; proactive approaches employed by trainers reduce cognitive discomfort whereas reactive approaches employed by trainers, trainees and firm can reduce cognitive discomfort for trainees and emotional anxiety for both trainees and managers. Furthermore, some of the training programs are not successful despite the use of language accommodation approaches because of perceptions of biases associated with the gender of the training facilitator; many training recipients perceive the training sessions led by female multilingual managers as less successful than the ones that are led by male multilingual training facilitators.

**Keywords:** Corporate language, language accommodation approaches, gender and language, language management

**Sergi Casals & Juan Carlos Díaz-Vásquez**  
**Universidad EAFIT, Colombia**

### **Toward the conceptual distinctness of corporate language: A bibliometric analysis**

*Corporate language* is a taken-for-granted yet rather elusive concept that signifies the connection of language with corporate culture but lacks a consensus definition. It stretches from the national language chosen to communicate within a multinational corporation to the specialized language of the company, thus overlapping with or encompassing the concepts of *everyday language* and *company-speak*. In this paper, we present a bibliometric analysis conducted as the first step of a systematic literature review aimed at finding out how corporate language has been conceptualized in the business and management literature. The goals of the bibliometric analysis are (1) to identify the most influential authors and publications discussing corporate language and thus inform the design of the literature review, and (2) to recognize the topics or domains most associated with *corporate language*, and thus shed some light on its intellectual structure.

**Keywords:** Corporate language, language conceptualization, language-sensitive international business research, bibliometric study, bibliometric techniques



## Track 7: Communication, context, and culture

**Genevieve Tréguer-Felten & Jane Kassis-Henderson**

*Gestion & Société, CNRS and CLESTHIA, France & ESCP Business School, France*

### **This is not logical!": Why such a reaction? Turning to linguists for answers**

Although international organizations today conduct their operations through a common, supposedly shared, working language, such as English as a Lingua Franca (ELF), it is often the case that rhetorical conventions and discourse norms are not shared among the members of the workforce. In this conceptual paper we investigate the causes of this through a psycholinguistic lens showing that expectations of text coherence which influence comprehension originate in the linguacultural background of each individual. We demonstrate through illustrative empirical data that research in applied linguistics can be used in the business context. Emphasis is laid on the necessity of raising awareness of the divergence in discourse norms in the multilingual workforce and on the value of an interdisciplinary approach to language-related issues in management studies.

**Keywords:** Discourse norms; shared expectations; lingua-cultural background; comprehension; interdisciplinary approach; English as a lingua franca (ELF)

**Israel Drori, Ronny Manos, Estefania Santacreu-Vasut & Amir Shoham**

*College of Management Academic Studies, Israel; ESSEC Business School, France & Temple University, USA*

### **The organizational and cultural boundaries of gender homophily in microfinance**

This paper studies the roles of women in various positions in microfinance organizations and the ways in which their presence affects social performance. We accomplish this goal by studying the interaction between the roles played by women (on the board, as managers and as loan officers) and the culturally rooted conditions under which women clients are traditionally excluded from financial services, which are measured in terms of linguistic gender marking. We find evidence consistent with homophily toward women clients among women board members, women managers, and women loan officers. We rely on role congruity theory to study the extent to which homophily is either constrained or salient in cultures featuring traditional gender norms, thus allowing us to make a further distinction between 'induced homophily' and 'choice homophily'. We find evidence consistent with 'choice homophily' and draw implications regarding organizational strategy with respect to gender diversity, specifically with respect to ways in which such strategy could be deployed across microfinance organizations that operate in different cultural environments by making it contingent on those environments. We conclude by discussing broader lessons for management regarding the emergence of a female leadership advantage.

**Keywords:** Microfinance, gender intensity index, language, homophily, outreach to women, role congruity theory

**Elena Poliakova, Leigh Anne Liu & Frieder Lempp**

*IESEG School of Management, France; Georgia State University, USA & IESEG School of Management, France*

### **Communication contexts and metaphors as a way of capturing negotiators' cognition**

In this study, we propose a metaphor – a mode of thought which helps humans to make sense of abstract concepts – as a new technique to capture negotiation beliefs and cognitive representations (mental models) in a negotiation context. The subjectivity and situational dependence of mental models make it challenging to study them empirically and a metaphor can be used as a proxy for a negotiator's

mental model as a more parsimonious measure. The study bridges several research streams by proposing that the theory of mental models, the theory of metaphors, and the theory of communication context can be used to illuminate the cognitive mechanisms which help achieve negotiations success in intercultural settings and to uncover how these mechanisms are formed. For these, we identify the types of metaphors negotiators with extensive international business experience use to characterize negotiation process and categorize the origins of these metaphors. We use methods triangulation to explore if negotiators showing differences on four contextual dimensions – message, relational, temporal, and spatial – use different types of metaphors.

**Keywords:** Metaphor, intercultural negotiations, culture, communication, communication contexts, mental model, negotiation beliefs

### **Track 8: Doctoral session: Language, diversity and inclusion**

**Hilla Back**

***Aalto University School of Business, Finland***

#### **Dynamics of inclusion paradoxes: Inter-relations of national, organizational, and individual levels**

This study explores paradoxes related to inclusion of migrants on the national, organizational, and individual level. Despite the increasing focus on inclusion of diverse individuals, many unsolved issues remain regarding the dynamics of inclusion paradoxes. Though a case study of Aalto University in Finland with paradox theory as a theoretical lens, this study empirically analyzes how inclusion paradoxes on different levels can amplify and attenuate inclusion paradoxes on other levels. Findings indicate how language acts as a key dilemma responsible for surfacing inclusion paradoxes. This study advances our knowledge of paradoxes and diversity & inclusion, furthering conversations on the interweaving and surfacing of paradoxes and the inclusion of diverse individuals.

**Keywords:** Language, inclusion, migration, paradoxes, higher education

**Bernadette Hofer-Bonfim**

***Vienna University of Economics and Business, Austria***

#### **How do corporations visually communicate Diversity & Inclusion commitment? A comparison of photographs in corporate non-financial disclosures across three countries**

This paper is part of my PhD project in which I aim to contribute to a better understanding of corporate Diversity & Inclusion (D&I) discourses across countries and languages. By analyzing and comparing multimodal non-financial disclosures published in Brazil, Italy and the United States, I intend to study different understandings of D&I in three distinct socio-political contexts. Thereby, I want to contribute to a better description of what has been labelled in management the “accents of diversity across countries” (Calás et al., 2009). More specifically, this paper explores how D&I commitment figures in photographs illustrating non-financial disclosures published by Brazilian, Italian and American banks in 2021. To do so, I follow methodological suggestions for the analysis of visual rhetoric in corporate reports put forward by Greenwood et al. (2019). Companies invest significant resources in coding their ideas and values into visual content, these resources often take on the role formerly performed by writing. To grasp and describe possible “accents of diversity across countries” it is therefore crucial to further study visual corporate communication.

**Keywords:** Diversity and inclusion, visual corporate communication, visual rhetoric, non-financial disclosure, country comparison

**Carlo Brighi**  
*University of Victoria, Canada*

### **Language ambiguity in a corporate language policy**

Based on an in-depth case study of a Canadian internationally operating company, this study investigates the key features and assumptions behind the existence of a non-formalized corporate language policy. By introducing a framework borrowed from research on sociolinguistics, I investigate the three dimensions of a language policy: language management, practices and beliefs. Furthermore, I unveil the presence of an underlying mechanism – termed *language ambiguity* – that helps explaining the theoretical assumptions and possible reasons for pursuing such policy. Findings contribute to both literature on sociolinguistics as well as recent calls in international management for studies on alternative forms to address language diversity in multilingual organizations.

**Keywords:** Language diversity, non-formalized corporate language policies, linguistic inclusion, language ambiguity

## **Track 9: Doctoral session: Migration and the multilingual workplace**

**Youjeong Song**  
*University of Minnesota, USA*

### **Liability of origin or advantage of origin? How nationality determines the effects of language on low-skilled migrant workers' workplace social integration and well-being**

Low-skilled migrant workers often face unique challenges than other workers, but their experience has received little attention in management literature. To better understand their experience, we examine factors that impact low-skilled migrant workers' workplace social integration and well-being, two critical workplace outcomes. This study pays attention to two less-explored but prominent characteristics of low-skilled migrant workers, language and nationality, to explore how these characteristics differentiate their experience in terms of well-being and workplace social integration.

**Keywords:** Migration, low-skilled migrant workers, language barriers, nationality, social integration, well-being

**Clementine Chitulangoma**  
*University of Bradford, UK*

### **Migration, the multilingual workplace, and the consequences for organizations. How do migration movements change language practices in organizations?**

This study proposes to identify the effects of migration movements on language practices within organisations. By drawing on qualitative data which will be gathered through unstructured interviews, participant observation and document analysis, this study will foreground the impacts of migrants working in the cleaning section of an organisation. To earn a living and to gain language and cultural skills which help them to survive in their host country, migrants opt for low skill jobs which are by default followership positions. Framing migration as a catalyst for change allows this study to better understand how migration changes language practices within organisations. The study will contribute to language sensitive literature and to leadership studies on followership by positioning the migrant as a follower who plays the role of an agent of change, forcing organisations to change their language practices to accommodate him.

**Keywords:** Migration, migrant worker/follower, change, language practices, low skilled worker/cleaner

**Yanping He-Ulbricht & Marc Oliver Rieger**  
*University of Trier, Germany*

### **Cultural impact on fairness perception of inequality — a study on people with Chinese roots living in Germany**

Based on survey data collected from people with Chinese roots living in Germany, this paper examines the impact of assimilation degree and language priming (Chinese or German) on individuals' perceived fairness of economic and social differences and their attitude towards these. The results show that both the language used and the length of time spent in a foreign culture have a significant impact. Subjects who had spent less than 10 years in Germany demonstrated a higher readiness to accept government intervention in markets with price limits than those who had lived there longer. Subjects who were asked and answered in German perceived the current economic situation as less fair and were also less inclined to accept inequality, even when it leads to a Pareto improvement. While the difference in fairness perception of inequality was a cultural effect, the difference in attitudes towards government intervention was rather a result of learning process. The findings imply that both learning processes of individuals and culture play an important role in perception and preferences regarding social and economic differences.

**Keywords:** Assimilation, bilingualism, cross-cultural comparison, income inequality, language priming, price fairness

### **Track 10: Doctoral session: Language skills and language brokers**

**Magdalena Zehetgruber**  
*Vienna University of Economics and Business, Austria*

### **Recruiters' perspectives on candidates' plurilingual competence**

Language skills are an economic asset in accessing the labour market. Investing in these skills can be rewarding for companies and individuals alike. While different language levels and competence targets are well researched and focused on in language teaching, it is not clear how linguistic competence is evaluated in and for the labour market. It is equally unexplored which conceptions of these skills recruiters bring with them into application processes. The aim of this doctoral project is to explore recruiters' representations and attitudes towards linguistic competence and individual multilingualism. By means of an analysis of job advertisements and forms of questioning, language attitudes of recruiters in Austria and France will be investigated. On the one hand, this project attempts to provide a better insight into the linguistic aspects of decision-making processes in HR like recruiting. On the other hand, it allows conclusions to be drawn for foreign language teaching so that it can be geared more towards professional requirements and needs on the labour market.

**Keywords:** Languages and employability, languages in recruiting, multilingualism, language skills, language attitudes, languages for professional purposes

**Youjeong Song & Mary Zellmer-Bruhn**  
*University of Minnesota, USA*

### **Good for me or for us? Motivations and outcomes of language brokerage**

Following globalization, organizations and employees have been increasingly exposed to multilingual environments. Linguistically diverse work environments increase demands for employees with language skills, bringing distinctive opportunities and demands to language-skilled employees. This paper introduces the concept of language brokerage – a process occurring when an individual uses language skills in multiple languages to mediate communication between different language users in multilingual work settings. We develop and present a model of language brokerage, which theorizes antecedents, modes, and outcomes of language brokerage, explaining how and why language-skilled individuals utilize their linguistic ability to execute roles or requests imposed or to achieve personal- or group- goals. The model emerged from a qualitative inductive study of professionals who are proficient in two or more languages and who have full-time work experience in multilingual workplaces.

**Keywords:** Multilingual work environment, language management, language brokerage, helping behavior, qualitative study

### **Track 11: Language sensitivity in professional communication and research**

**Tatyana Martynova & Elena Orlova**  
*St Petersburg State University, Graduate School of Management, Russia*

### **Language sensitivity in professional communication of interdisciplinary and cross-functional teams**

The study aims to explore the concept of “language sensitivity” in the process of development of language and communication skills at the boundaries of subject-specific knowledge in business and management. Developing language sensitivity has become the goal of the integrated course “Language of Professional Communication” for master program students at business school. The empirical evidence obtained from 24 semi-structured in-depth interviews among five groups of stakeholders of business education — employers, academic directors, professors, students and alumni served as the basis to identify and formulate the main professional communicative challenges when operating in the interdisciplinary/cross-functional contexts. The course is designed to help students learn how to solve professional communicative challenges by cultivating their ability of being sensitive to a diversity of professional languages, the quality of language used in communication, individual characteristics of communicative behaviour demonstrated by participants of interdisciplinary / cross-functional teams.

**Keywords:** Language sensitivity, professional communication, interdisciplinary environment, integrated language-sensitive course, cross-functional team, business education

**Stephanie Jo Kent**  
*Learning Lab for Resiliency, USA*

### **Applying the ethnography of communication to research on language use in multilingual organizations**

Language sensitive research has been vexed with emic-etic and synchronic-diachronic matters from the beginning. This paper introduces a methodology for researching language and social interaction called the ethnography of communication. This cultural communication approach offers a remedy for parsing the tense dynamics between the mainstream of international business, resistance to language difference, and the growing body of plurilingual research demonstrating the necessity of shifting

assumptions about language and language use in organizations. An action research component elicits dialogue within a particular language-sensitive researcher context to test a communication-based hypothesis: that perspectives shared in real time regarding a proposed homolingual-plurilingual continuum will be animated by cultural premises about identity, action, relating, feeling, and dwelling. These five areas compose essential discourse hubs about personhood and being in the world that have been identified through an investigative research framework called cultural discourse analysis. Theoretically, the possibility is posed that insight into these cultural discourse hubs can generate clearer etic vision regarding the complexity and multi-layered nature of language use in multilingual organizations. From an etic standpoint, the emic instances of variation reported in the language-sensitive research can be assessed at both levels of synchrony or stability, and diachronic change over time.

**Keywords:** Collaboration, cultural discourse analysis, experiential learning, reflexivity, intercultural communication

## Track 12: Language, diversity, and virtual teams

**Danielle Taylor**

*Université Grenoble Alpes, France, Grenoble INP, France*

### How can (partial) code-switching benefit a multilingual virtual team? A serious game study

Code-switching, referring to the back-and-forth use of different national languages, has been criticized for its negative effects on team trust, but it has also sometimes been shown to be necessary for communicating effectively. This study aims to better understand the use and implications of code-switching in a multilingual virtual setting by using a serious game methodology. An online serious game that simulates multilingual global teamwork was built and tested by 311 participants globally. The results demonstrate how code-switching should be nuanced as “full” and “partial” and how each affects teamwork and team outcomes in different ways. In general, full code-switching should be minimized, but partial-coding switching (in line with the concept of a *multilingua franca*) should be encouraged as a means to highlight the acceptance of diversity.

**Keywords:** Language diversity, global virtual team (GVT), code-switching, multilingualism, serious game

**Mike Szymanski & Carlo Brighi**

*MSM Skolkovo, Russia & University of Victoria, Canada*

### “Do you understand what I’m Saying? And writing?” The perceptual differences in communication media choice between native and non-native speakers

This study investigates the role of media choice on communication effects and their perception in multilingual virtual teams. Previous research in this area revealed discrepancies in media choice and media performance between mono- and multilingual teams attributed to foreign language-induced cognitive load. Our study advances research on communication in virtual teams by showing that barriers to communication are not caused by differences in language proficiency, but rather on individuals’ perception of native and non-native accents. Through an experimental study of 117 individuals and 357 voicemails and written messages, we examined recipients’ perceptions of sender’s intentions. Our findings suggest that the recipients’ perceptions are mostly driven by the match between sender’s and recipient’s accent status (native and non-native) and the media choice. Our study broadens the disciplinary scope of language research in international business by moving away from simple mono-multilingual team dichotomy and focus on proficiency towards more nuanced understanding of communication media choice by non-native speakers.

**Keywords:** Ethnic accents, media choice, communication in virtual teams, linguistic diversity, linguistic proficiency

### Track 13: Language, discourse, and representation

**Gerlinde Mautner & Mark Learmonth**

***Vienna University of Economics and Business, Austria & Nottingham Business School, UK***

#### **Power in disguise: A critique of leadership discourse**

Senior people in organizations are now often called *leaders*; and yet, it was only a few years ago that such individuals were generally known as *managers*, or even as *administrators*. On the face of it, this lexical shift, now reproduced routinely in all sorts of texts – job advertisements, survey instruments and staff training programmes among many others – might seem innocent enough. However, we argue that the discourse of leadership draws a veil over the structured antagonism at the heart of the employment relationship. It also speaks to neoliberal values by normalizing an appearance of harmony between those who wield power and those who are subject to it. The present paper shows how these perspectives are reflected in, and reinforced by linguistic choices. In doing so, it makes the broader theoretical and methodological point that the macro-level study of discourse should not be divorced from the micro-level study of language.

**Keywords:** Critical Discourse Analysis, Critical Management Studies, discursive construction of identity, leadership discourse, neoliberalism, power elites

**Iga Maria Lehman**

***University of Social Sciences, Poland***

#### **Communicative reflexivity in scholarly writing on management and organizations**

Following criticism about the quality of writing in organization studies and management communication journals, this Forum presents arguments for change in how the discipline's knowledge and beliefs are rhetorically conveyed. The tacit assumption seems to be that scholarly writing in the field requires monologic and complex ways of expression which are reader-exclusive. Using formulaic and jargon-ridden language in publications limits their accessibility to more diverse members of the disciplinary community, including non-Anglophone scholars, junior researchers, and doctoral students. In this paper, I argue for more meaningful communication between writers and readers, which can be achieved through writers' reflexivity-based practices in producing their texts. Specifically, I suggest that the concept of 'tenderness' should be an integral element of communicative reflexivity and should be conveyed through a reader-considerate rhetoric to increase the accessibility and meaningfulness of scholarly writing on management and organizations.

**Keywords:** Communicative reflexivity, reader-inclusion, disciplinary community, scholarly writing, management and organizations