

## MESSAGE FROM THE PRESIDENT



Dear friends of GEM&L

I am particularly pleased to write the preface to this new GEM&L newsletter. I hope that you have enjoyed a well-deserved Christmas break.

As you will see, this newsletter bears witness to the vitality of our language-sensitive IB stream of research. The GEM&L community can be proud of our accomplishments in 2022 and look forward to 2023 with joy and satisfaction.

Numerous publications, journal articles and books, two thesis defenses by Madeleine Bausch and Danielle Taylor, both members of the new Board elected last May at the GEM&L International Conference in Passau, excellent GEM&L webinar given in October 2022 by H       Tenzer which attracted more than 120 participants.

We need to maintain this rich momentum and the new Board will work on this by preparing the May 2023 conference at ISIT Paris with our colleague Ludovica Maggi, professor at ISIT, as well as the upcoming webinars, carefully organized by Madeleine Bausch, the new head of the GEM&L webinars series. We are grateful to Natalie Wilmot, our former GEM&L treasurer, for accepting our invitation to present the next webinar on January, 24<sup>th</sup>, 2023. Don't delay in registering for this webinar and in preparing your paper proposal for the May conference. The conference paper submission deadline has been postponed to January 30, 2023.

I would like to warmly congratulate Madeleine Bausch and all the colleagues of the GEM&L Administrative Board who have contributed to this newsletter.

I hope you will enjoy reading it and I look forward to seeing you soon in Paris in May.

Philippe Lecomte

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## NEWS FROM GEM&L

During the 15<sup>th</sup> GEM&L conference at Passau University, Germany in May, 2022, the new GEM&L Administrative Board was elected. The new members and functions are:

### Executive Board Positions



**Philippe Lecomte (President)** is retired professor from Toulouse Business School, France since 2016. His research deals with international management and language. He has been president of GEM&L since the foundation of the association in 2012. During the last 10 years Philippe Lecomte has co-edited special issues in different journals such as IJCCM, EJIM, CPOIB, Management & Avenir, Gérer et Comprendre with GEM&L colleagues. He is also co-editor of two books: *Managing Multilingual workplaces* (co-authored with S. Horn and S.Tietze) Routledge, 2020 and *Understanding the Dynamics of Language and Multilingualism in Professional Contexts* (co-authored with Betty Beeler, Claudine Gaibrois and Mary Vigier), Edward Elgar 2023. He also contributed a book chapter on

Language diversity in management education: towards a multilingual turn, in *The Routledge Companion to Cross-Cultural Management*. Consultant editors: Nigel Holden (University of Leeds), Snežina Michailova (The University of Auckland) and Susanne Tietze (Sheffield Hallam University), May 2015.



**Guro R. Sanden (Vice President / Scientific Manager)** is an Associate Professor at the Department of Communication and Culture at BI Norwegian Business School. Her research focuses on the role of language strategies in multinational corporations, and the relationship between national language policies and corporate law. Before entering academia, Guro held various industry positions, including management trainee in the Scandinavian insurance company Tryg. Her work has been published in outlets such as *Applied Linguistics*, *European Journal of International Management*, and *Journal of Multilingual and Multicultural Development*.



**Mike Szymanski (Treasurer)** is Associate Professor of Strategy and MBA Program Academic Director at Moscow School of Management SKOLKOVO. Before, he worked for seven years in the private healthcare industry and two years in strategy consulting. His research deals with multicultural individuals and their effect on team performance, the role of accents in multilingual teams, and multicultural and multilingual team management. Mike has published in *International Business Review*, *European Journal of International Management*, *Multinational Business Review*, *Thunderbird International Business Review*, *Critical Perspectives on International Business*, and *Advances in Global Leadership*.



**Mary Vigier (General Secretary)** is Professor Emeritus of Management & Organizational Behavior at ESC Clermont Business School (Clermont-Ferrand, France) where she has worked for 38 years. Her research focus is on internationalization and Englishization in management education, the "International Student Experience", and multicultural and multilingual team diversity and management. She has published in Cross-Cultural & Strategic Management, International Journal of Cross-Cultural Management, Critical Perspectives on International Business, Global Business Languages, and Journal of Language for International Business (JOLIB). She co-authored, with four other colleagues, *Mastering Business English: A Learning Resource Book*, now in its third edition, and received the Best Paper Award at the 2018

Human Capital & Global Performance Workshop held in Bordeaux, France. She was one of the founding members of GEM&L in 2012.

### Further Administrative Board Positions



**Madeleine Bausch (Webinar Manager / Deputy Scientific Manager)** is Assistant Professor of International Business at the Faculty of Economics and Business at the University of Chile. In research and teaching, she deals with international and intercultural management, particularly with the transfer of organizational practices, creativity, innovation and intercultural communication in organizations. Her regional focus is on Europe and Latin America. She co-authored the textbook *Constructive Intercultural Management* (2021), published in international journals such as *International Business Review* and *International Journal of Cross Cultural Management*, and authored several book chapters.



**Amy Church-Morel (Communications)** pursues research and teaches in international management at the University Savoie Mont Blanc. With an interdisciplinary background in language, literature, education, and management, she focuses on diversity dynamics in language, culture, and handicap with research that has been published in *Management International* and the *International Journal of Human Resource Management*. Serving on the GEM&L Board for the second time, she contributes to communications.



**Kristina Humonen (Scientific Monitor)** is Lecturer in Business Management at Newcastle University Business School, UK. Embracing multidisciplinary, her work draws on a broad range of theories and approaches as she seeks to deepen her understanding of how language shapes organisational life. Kristina's work has been published in book chapters and *Multilingua: Journal of Cross-Cultural and Interlanguage Communication*, and her ongoing work is aimed at journals *Organization*, *International Journal of Cross Cultural Management and Work*, *Employment and Society*. Kristina is passionate about applying research in the real world and has collaborated with many international businesses over the years.



**Komal Kalra (Webmaster)** is Lecturer in International Management at Newcastle University, U.K. Her research interests are around language diversity and multilingualism, gender diversity and intersectionality, as well as qualitative methodologies. Her work has been published in *Management and Organization Review*, *Multinational Business Review*, *Thunderbird International Review*, and *Advances in Global Leadership*.



**Danielle Taylor (GEM&L Deputy Treasurer)** completed her PhD at Université Grenoble Alpes in 2022. She studies how to best manage collaboration and communication within multilingual global virtual teams using mixed methods, including ethnography and an experimental online serious game. Her work has been published in *Management International* and was recognized with the Best Doctoral Paper Award from GEM&L in 2020.



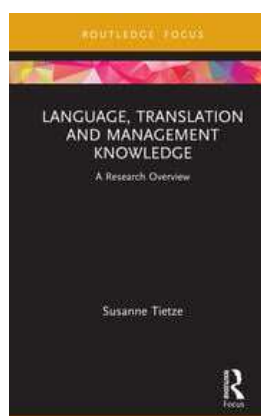
**Michał Wilczewski (Deputy General Secretary)** is University Professor at the University of Economics and Human Sciences in Warsaw, Poland. His research interests lie in language, intercultural communication, and the experiences of business expatriates, international students, and missionaries. He has published a book (*Intercultural experience in narrative. Expatriate stories from a multicultural workplace*, 2019, John Benjamins), as well as several articles in *Higher Education*; *Frontiers in Psychology*; *Culture & Psychology*; *Theory & Psychology*; *Multilingua*; *Learning, Culture and Social Interaction*; *Journal of Global Mobility*; *Journal of Strategic Marketing*, among others. He received the GEM&L Best Paper Award in 2017 (in collaboration with Anne-Marie Soderberg and Arkadiusz Gut), Academy of Management (AOM) Global Forum Best Paper Award in 2022 (in collaboration with Ming

Lily Li, Paola Giuri, and Zhixi Zhuang), and the Polish Prime Minister's Prize in 2022.



## NEW PUBLICATIONS ON LANGUAGE AND MANAGEMENT

### Books



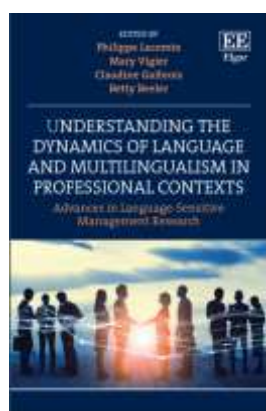
#### **SUSANNE TIETZE: “Language, Translation and Management Knowledge”**

The book provides insights, description and analysis over the knowledge production process within business, organization, and management research. Importantly, it does so from a language and translation perspective. It critically engages with the role of English in this process and provides theoretical argument for the need to include multilingualism in research. Translation is investigated as a concept for future inquiry.



#### **NATALIE VICTORIA WILMOT: “Language Management, From Bricolage to Strategy in British Companies”**

This book draws on case studies of language management within British organisations to examine the decisions they make about language diversity in their professional communications in order to be successful in a multilingual world. It explores the practices that the organisations use to manage language diversity in interorganisational relationships, and why certain practices occur in some situations and not others. The book highlights how organisations rely on individual employees to perform a variety of language tasks and the implications of this; the effect of English as a global lingua franca; and the translation challenges which organisations face. The book demonstrates that practices to manage language diversity are often a result of the resources organisations have at given moments in time, rather than being part of a deliberate language management strategy.



#### **PHILIPPE LECOMTE, MARY VIGIER, CLAUDINE GAIBROIS and BETTY BEELER (Editors): “Understanding the Dynamics of Language and Multilingualism in Professional Contexts”. Release in January 2023.**

This book provides readers with the latest research on the dynamics of language and language diversity in professional contexts. Bringing together novel findings from a range of disciplines, it challenges practitioners and management scholars to question the conventional understanding of language as a tool that can be managed by language policies that ‘standardize’ language. Each of the contributions is designed to recognize the strides that have been made in the past two decades in research on language and languages in organizational settings while addressing remaining blind spots and emerging issues. Particular attention is

given to multilingualism, sociolinguistic approaches to language in the workplace, migration challenges, critical perspectives on the power of language use and the management of organizations as dialogical, discursive spaces. *Understanding the Dynamics of Language and Multilingualism in Professional Contexts* offers new insights into familiar and less familiar issues for international business scholars, sociolinguists, management practitioners and business communication scholars and experts, and brings understanding to the central role that language usage and linguistic diversity play in organizational processes.

## Articles

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- Elo, M. & Barner-Rasmussen, W. (2022). International Business without foreign language capabilities: Diaspora networks as a resource in the internationalization of SMEs. NFF 2022 Conference Papers 3.2 International Migrants in Business.
- Florido-Benítez, L. & Aldeanueva Fernández, I. (2022). Fusing international business and marketing: A bibliometric study. *Administrative Sciences*, 12, 159. <https://doi.org/10.3390/admsci12040159>
- Iwashita, H. (2022). Language and identity in the shadow: A multi-case study of a Japanese multinational corporation. *International Business Review*, 31(2), 101913. <https://doi.org/10.1016/j.ibusrev.2021.101913>
- Kyoungmi, K. & Angouri, J. (2022). “It’s hard for them to even understand what we are saying”(.) Language and power in the multinational workplace. *Critical Perspectives on International Business*, (ahead-of-print). <https://doi.org/10.1108/cpoib-06-2020-0084>
- Lovrits V. (2022). Making meaning of multilingualism at work: from competence to conviviality. *Journal of Multilingual and Multicultural Development*. <https://doi.org/10.1080/01434632.2022.2047987>
- Maitland, S., Tietze, S. & Heath, D. (2022). Multinational Corporations as Cultural Translators: Interpreting Difference in Diversity and Inclusion. *Journal of Translation and Language Studies*, 3(2), 16–36. <https://doi.org/10.48185/jtls.v3i2.525>
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- Peltokorpi, V. (2022). The “language” of career success: The effects of English language competence on local employees’ career outcomes in foreign subsidiaries. *Journal of International Business Studies*, 1-27. <https://doi.org/10.1057/S41267-022-00544-4>
- Piekkari, R., Gaibrois, C. & Johansson, M. (2022). A review of language-sensitive research in International Business: A multi-paradigmatic reading. *Journal of Comparative International Management*, 25(1), 144-174. <https://doi.org/10.55482/jcim.2022.32906>

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- Vulchanov, I. O. (2022). Researching Flexible Language Management in International Workforces: The Potential of Critical Realist Ontology. In M. Andresen, S. Anger, A. Al Ariss, C. Barzantny, H. Brücker, M. Dickmann, L. Mäkelä, S. L. Muhr, T. Saalfeld, V. Suutari, & M. Zölner (Eds.), *Wanderlust to Wonderland?: Exploring Key Issues in Expatriate Careers: Individual, Organizational, and Societal Insights* (pp. 205-219). University of Bamberg Press. *Personalmanagement und Arbeits- und Organisationspsychologie* Vol. 2 <https://doi.org/10.20378/irb-55778>
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- Wilczewski, M., & Alon, I. (2022). Language and communication in international students' adaptation: A bibliometric and content analysis review. *Higher Education*, 1–22. <https://doi.org/10.1007/S10734-022-00888-8>



## PHD THESIS DEFENSES

MADELEINE BAUSCH successfully defended her PhD thesis entitled “Intercultural Transfer of Management Practices of German MNC to Brazil” on 1 April 2022.

**Abstract:** Multinational companies transfer managerial practices such as quality management globally. Studies from different perspectives have examined cultural, institutional, and organizational challenges in practice transfer. However, little is known about the micro-processes of intercultural transfer, especially in complex cultural settings as Brazil. Integrating the recontextualization perspective and Scandinavian institutionalist transfer-as-translation approach, this book explores micro-processes of transfer from German MNC to Brazilian subsidiaries from a multiple cultures perspective. Findings show the complementary nature of micro-processes of translation and recontextualization, embedding them into a process model of four stages: preparation, translation, recontextualization, and institutionalization. Intercultural transfer can be considered an iterative and multi-level process in which practices diffuse from individuals, to teams, to the organization. The book contributes to international management by cross-fertilizing the two approaches, by highlighting cultural and institutional particularities of the Brazilian context using a culturally sensitive methodology, and by showing the transformative power of managerial practices on organizations and ecosystems.



DANIELLE TAYLOR successfully defended her PhD thesis entitled “Managing Language Diversity in Global Virtual Teams: The Role of Trust and Team Cohesion” on 15 December 2022.

**Abstract:** A shifting work environment has made today's teams increasingly diverse with much of the work being done online. While language diversity in global virtual teams can be a barrier, it can also have strong positive effects for organizations if it is properly managed. Looking at how multilingual global virtual team members work together, this research aims to better understand the influence of language diversity on team processes related to tasks and emotions in the online environment. This thesis is composed of three studies: exploratory interviews, a novel online serious game that simulates teamwork in a multilingual virtual team, and 18 months of ethnographic observations of a team in a European University Alliance. The key findings of this thesis demonstrate that high-performing multilingual virtual teams are those where trust and team cohesion have been established by successfully managing communication processes.



## GEM&L WEBINARS 2022

**On October 4<sup>th</sup>, 2022, Prof. Helene Tenzer presented on “Language and knowledge work in multicultural teams”.**

**Webinar summary:** To keep up with changing economic conditions and global competition, multinational corporations increasingly form multinational teams (MNTs) to locate and integrate diverse knowledge from all over the world. These knowledge processing activities rely on intense communication between MNT members. Language as the vehicle of communication therefore affects team-based knowledge work profoundly. In this webinar, we discussed recent research on knowledge processing in multilingual MNTs. We explored how diversity in team members’ mother tongues creates evident language barriers if speakers lack lexical and syntactical proficiency in the team’s working language and how it creates hidden language barriers if speakers transfer their mother tongue’s pragmatic and prosodic conventions to the working language. Whereas evident barriers reduce participation in MNT communication, hidden language barriers impair joint sensemaking, thus affecting knowledge processing in MNTs. We also discussed why language barriers in MNTs impede personal more than task-related communication and emotional more than neutral communication. These communication impediments hamper mutual understanding of the task and of each other, thus constraining the development of shared knowledge repositories among team members. These findings are remarkable given that language-sensitive management research so far has focused mostly on task-related and neutral communication, neglecting personal and emotional communication.



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Research Group on Management & Language

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**GEM&L Webinar**  
**Language and knowledge work in multicultural teams**

**Oct 4, 2022**  
4pm CET | 3pm BST  
10am EDT | 7am PDT  
Duration: 90 min.

**Our Guest Speaker**  
**Prof. Dr. Helene Tenzer**  
Professor of International Management  
LMU Munich School of Management

**Webinar summary**  
To keep up with changing economic conditions and global competition, multinational corporations increasingly form multinational teams (MNTs) to locate and integrate diverse knowledge from all over the world. These knowledge processing activities rely on intense communication between MNT members. Language as the vehicle of communication therefore affects team-based knowledge work profoundly.  
In this webinar, we will:  
• discuss recent research on knowledge processing in multilingual MNTs  
• explore how diversity in team members' mother tongues creates evident language barriers if speakers lack lexical and syntactical proficiency in the team's working language and how diversity creates hidden language barriers if speakers transfer their mother tongue's pragmatic and prosodic conventions to the working language  
• discuss why language barriers in MNTs impede personal more than task-related communication and emotional more than neutral communication

**BERGEN Seminar in honor of Anne Kari Bjørge**

From 1 to 2 September 2022 a **seminar was held at the NHH in Bergen, Norway, in honor of our dear colleague Anne Kari Bjørge**, whose scientific contribution to the field of language sensitive IB research is remarkable. It was organized by Annelyse Li and entirely sponsored by NHH. The topics addressed during this seminar were related to language use and intercultural communication, corporate language, as well as to translation of statements in international organizational settings. It was a pleasure to meet again with our GEM&L colleagues (Guro Sanden, Anne Kankaanranta, Miya Komori-Glatz, Marie-Thérèse Claes, Sunniva Whittaker, Victoria Schrøder) to celebrate Anne Kari's retirement. The contributions to this seminar are available from Annelise.

**Oxford Brookes University Webinar “The potential of the language lens to advance the diversity and migration studies” 8 December 2022, organized by our colleague Sylwia Ciuk.**

**Webinar summary:** With societies and organizations becoming increasingly linguistically diverse, not least due to migration, it is important more than ever to recognize, explore and mitigate the profound impact of language-based discrimination on social inclusion and justice. Yet, language is rarely researched as a core aspect of diversity. This webinar hosted an interdisciplinary panel of experts: linguists, international business, and organization studies scholars. Drawing on their respective research, the panellists, Jo Angouri, Betina Szkudlarek, Sarah Hopkyns and Martyna Śliwa discussed how putting language center stage can open new avenues for research and inspire novel theorizing in the areas of diversity and migration studies.

## **15<sup>TH</sup> GEM&L INTERNATIONAL CONFERENCE AT THE UNIVERSITY OF PASSAU, GERMANY, MAY 2022.**

Please find the full report of the conference here: <https://www.phil.uni-passau.de/en/barmeyer/activities/geml-conference>

This year's conference of the Groupe d'Étude Management et Language (GEM&L) took place from May 19 to 21, 2022 at the Redoute and the University of Passau. Under the title "The multiple facets of language in international organizations: New directions for research", current research, practical issues and projects on language in organizations and multinational companies were presented and discussed by an international community and audience.

The conference, organized by GEM&L under the presidency of Dr. Philippe Lecomte in cooperation with the Chair of Intercultural Communication, headed by Professor Christoph Barmeyer, was attended by internationally renowned researchers as well as PhD students from 15 different countries, presenting and discussing the state of research with questions on the role of language, multilingualism, translation, culture and communication in international companies and organizations.

Organizations today are increasingly multicultural and therefore multilingual, and both management and employees are often affected by communication, translation and comprehension problems. Therefore, it is necessary to consider the important role of language in organizations as it contributes to a more inclusive and participatory culture and ultimately affects organizational performance. Scholars explored how language can be enriching and complementary, adding value to individuals, organizations and societies in this context.

The conference, which fortunately took place in a summery Passau, was sponsored and supported by the Neuburger Gesprächskreis and the University of Passau. In organizing the conference, Professor Barmeyer and Dr. Philippe Lecomte were assisted by Constanze Ruesga Rath and Tuzienka Chenet Ugarte, research assistants and doctoral students in the Department of Intercultural Communication at the University of Passau.

**A selection of pictures from the 15<sup>th</sup> GEM&L Conference in Passau, Germany, in May 2022:**







## THANK YOU TO EFMD



We would like to express our gratitude to the European Foundation for Management Development, and the CEO of the EFMD, Prof. Eric Cornuel, in particular, for the longstanding support of our Association.

On 18 August 2022, EFMD hosted a working session for a group of GEM&L members in Brussels, Belgium. Our members collaborated on a research project focusing on language issues and migration in Europe. We look forward to seeing the research outcomes in the future.

## WHAT'S TO COME IN 2023?

### Webinar with Dr. Natalie Wilmot on “Language Management: From Bricolage to Strategy”, January 23

**Summary:** This talk explores how smaller organisations deal with language diversity in inter-organisational relationships by drawing on four case studies of UK-based organisations. It particularly explores three key aspects: the role of boundary spanners, and the multi-faceted nature of their activity within smaller organisations; translation as a critical issue faced by organisations in external communication, and how this can be managed when resources are constrained; and the privileging and disadvantageous effects of Business English as a Lingua Franca on organisations based within the Anglosphere. The talk aims to show the creativity that smaller organisations demonstrate in environments of linguistic diversity, exploiting resources which they may acquire through luck, rather than strategy.



Registrations here: <https://bit.ly/3Wav3Fj>

### 16<sup>th</sup> GEM&L conference at ISIT, Paris, 10-12 May 2023

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

Find the full Call for Papers here: [https://geml.eu/wp-content/uploads/2022/10/GEML-Paris-2023\\_Call-for-papers.pdf](https://geml.eu/wp-content/uploads/2022/10/GEML-Paris-2023_Call-for-papers.pdf)