



## EDITORIAL

# Tips from management editors: Managing your academic reputation, post-publication promotion and building your network

Vanessa Ratten<sup>1</sup> , Andrei Lux<sup>2</sup>  and Thorsten Merkle<sup>3</sup>

<sup>1</sup>Editor-in-Chief, Journal of Management & Organization, La Trobe University, Australia; <sup>2</sup>Associate Editor, Journal of Management & Organization, School of Business & Law, Edith Cowan University, Australia and <sup>3</sup>Associate Editor, Journal of Management & Organization, ZHAW School of Life Sciences and Facility Management, Switzerland

**Corresponding author:** Vanessa Ratten; Email: [v.ratten@latrobe.edu.au](mailto:v.ratten@latrobe.edu.au)

This editorial will include some commentary and discussion about how to improve your chances of publishing in top management journals. Different editors provide their advice on specific aspects of the publishing process as a way of providing a holistic understanding. Thereby enabling various points of view from experienced editors about what they think is currently the most important aspect. This helps to understand numerous issues that can play a part in making authors successfully get their work published.

In the competitive academic environment, it is increasingly important to publish in reputable and well established management journals. As there is a high level of competition to get published it is crucial to adhere to the strict guidelines and norms. This means considering how to write a well-informed article to managing the review process and corresponding with editors. The pre- and post-publication stage is discussed as a way of highlighting the importance of respecting conventions whilst being innovative. The next section includes each editors' suggestions about how to improve your chance of publishing in the best management journals.

## Managing your academic reputation

Vanessa Ratten

It is important to manage your academic reputation in your career. This means focusing on how you project yourself to others in a holistic way. This includes your responses to reviews as well as presenting and publishing your work. Whilst the emphasis is on publishing in academia, it is still important to actively engage in the review process. By providing reviews in a timely and efficient manner it shows you are a professional and respectful of the academic community. This is useful in impressing editors with your insights and analysis as well as the authors of articles. Some academics do not see merit in reviewing articles as there is more benefit to working on your own article. However, by analyzing other people's articles it can improve your own work in terms of understanding good from bad writing styles. It is a way to be part of the academic community and to help others. This altruistic behaviour is important in maintaining credibility in your respectful academic discipline and obtaining a reputation as being helpful. You can include reviewing details on websites and your own CV as a way of showing your contribution.

Part of the review process involves interacting with Editors of journals. This is a way to get yourself known and to gain a reputation. Another part of the review process is to respond to reviewers of your articles. This can be learnt through experience but there are helpful tips in doing reviews. This includes personalizing the response to the Editor, Associate Editor, and reviewers. It helps to thank them as

they have spent time reviewing your article and are trying to be constructive with their responses. This might be hard to see due to the time spent in writing an article and the personal nature of it. For some it is hard to read any reviews of their article but for others they view the comments as useful feedback. A trick can be after you have received the reviews to leave it 1–2 weeks before working on the review in order to digest the feedback. This can help in making sure you do things slowly and properly rather than responding to emotions about the review. By taking a considered approach to the review it can also mean other ways of reading the review can be analyzed. Thus, when you first read reviews of your article it can be hard but with time the comments can be deciphered in different ways. This means considering each comment in a step-by-step way and responding in a careful and considerate way. By doing things one step at a time it makes it easier rather than being too overwhelmed with the comments to do anything useful. Each comment from the reviewers should be responded to in a fair and accurate way. This means considering what the reviewer is saying then responding to it based on your feelings. As the author of the article you will know the literature and analysis more than the reviewer so sometimes not always reviewers might not know the context. Thus, it can be helpful to provide more contextual information about how the research was conducted. Alternatively, if the comments are straightforward in terms of suggesting new references or grammatical changes they can be done in a quick manner.

The art of responding to reviews is getting the reviewers onside as they will normally see your revised article and responses. This means acknowledging first the time and effort they have spent on the review. Saying ‘thankyou’ can make a big difference in how your revised article is received. It is not a competition between the author(s) and reviewer(s) but rather it should be a cooperative process. Thus, it helps to say thankyou as it immediately acknowledges the reviewer and respects them. Being respectful and thankful in the review process is important and often underacknowledged. Reviewers are voluntary and are doing the reviews based on their contribution to the academic community, so their time is precious. Authors will receive the benefit of a published article and will often read the final version so it can be helpful to thank the anonymous reviewers. This means their contribution is acknowledged in a private and anonymous way.

Responding to reviews on your article should be done in a timely manner. If they are submitted too soon then they can be considered as not being done in the right way. Thus, it is usual to take 1–2 weeks at least before submitting the revised article. Longer than that can be hard in terms of making sure the same reviewers review your revised article rather than your article going to new reviewers. Thus, timeliness of reviews is important. It is also useful to say that you are willing to do further revisions if the initial reviews have not been done correctly according to the reviewers. This enables them to give you another chance to fix up any mistakes or inconsistencies they read in your revised article. It is important to demonstrate that you are willing to further revise as sometimes the managing editor will read this and decide no further reviews are required or alternatively list the further changes needed.

After your article has been accepted it is still important to be respectful in the academic community as often you will submit another article to the same journal or editors. This means responding in a positive way to review requests as this is noted in the system and a way to further help build your academic community. As you have submitted an article it should be assumed you will be asked to review for the journal. If you have not been directly invited you can contact the journal editors and say that you are willing to review. This will get your name noticed and also provide a way to analyze other people’s work in order to improve your own. By being proactive and willing to help it will provide benefits to your academic reputation. This includes being invited onto the editorial boards of journals, which can be helpful in promotion decisions.

## Post-publication promotion

Andrei A. Lux

By the time a research article is accepted for publication in an academic journal, a long and often arduous journey has been travelled. It is tempting to view publication as the culmination of a

researcher's efforts – a definitive end-point following the challenging processes of conceptualization, study, and peer review. Yet, this perspective overlooks a crucial aspect of scholarly communication: post-publication promotion. Post-publication promotion encompasses a series of strategic activities undertaken by authors to enhance the visibility, application, and influence of their published work. It recognizes that the true impact of research is realized not only through publication but through its active dissemination and integration into wider conversations and applications.

Authors need to embrace their role as active promoters of their own findings. This shift in role from creators to advocates is essential in transitioning research from the confines of academic journals to broader, impactful platforms where it can influence other researchers, practitioners, policy makers, and the public. Effective post-publication promotion ensures that research does not stagnate within academic circles but reaches stakeholders who can leverage this knowledge to enact real-world change. Thus, post-publication promotion is not simply an optional addition to the researcher's toolkit; it is a fundamental component of their scholarly responsibility and a critical driver of their work's ultimate significance and reach.

### *Why should authors promote their work?*

Authors today must promote their work well beyond academic circles, reaching into industry, policy-making, and public domains. Taking a proactive approach ensures that research findings can extend beyond scholarly discussions and significantly impact practical and societal challenges. By promoting their scholarly work, authors can facilitate a vital exchange between reliable research findings and sectors of society that typically remain unconnected with scholarly debates. Such interaction encourages policymakers to employ evidence-based strategies and industry leaders to apply innovative academic research to real-world scenarios, magnifying the relevance and utility of research.

The promotion of academic research plays a crucial role in amplifying its impact. When authors take the initiative to disseminate their findings widely, they bridge the gap between scholarly work and its practical applications. This not only enhances the societal relevance of their research but also ensures that it contributes effectively to solving real-world problems. For example, when research findings are shared through popular media platforms or at industry conferences, they reach decision-makers who can translate these insights into actionable policies or innovative products and services. This broader dissemination can encourage a more informed public discourse, influence legislative changes, and shape industry standards.

Actively promoting authors' research is instrumental in building an author's credibility and authority within their field. Building a professional brand is critical in today's competitive academic environment. As authors become more visible through their promotional efforts, they gain recognition not only from their immediate academic peers but also from broader audiences, including potential collaborators and funding bodies. Increased visibility can lead to higher citation rates, which in turn, bolster an author's influence and academic portfolio. Engaging with a wider audience through diverse promotional channels can foster multidisciplinary collaborations that might not have arisen solely within academic settings.

Ultimately, the promotion of research post-publication should be seen not as an optional extra but as an integral part of a researcher's duty to maximize the impact of their work. The ability to effectively communicate and promote research findings is as crucial as the research itself. This ensures that the knowledge created is not only acknowledged but also applied, leading to broader societal benefits and advancing the author's career through enhanced visibility and recognition. Thus, authors must view promotion as a vital component of their research activities, essential for driving forward both their personal academic ambitions and the wider application of their insights.

### *How can authors promote their work?*

In the digital age, the channels through which academic research can be promoted are both varied and powerful. Authors must strategically utilize these available platforms to extend the reach of their work

beyond traditional academic audiences. One particularly effective tool for this purpose is LinkedIn, a professional networking platform that enables researchers to connect with a global community of professionals across various fields. By posting updates, articles, and discussions related to their research, authors can engage not only with other academics but also with industry leaders, policymakers, and practitioners who might benefit from their work. Posting regular updates that share useful insights from published articles and participating in relevant group discussions can significantly enhance the visibility of their research via this platform.

Another potent avenue for research promotion is *The Conversation*, an online publication that allows academics to translate their research into concise, accessible articles. These articles are designed to reach a broad audience, including educators, students, professionals, and the general public, thereby demystifying complex research findings and showcasing their practical implications. By writing short, engaging pieces that highlight the significance of their work, researchers can tap into a reader base that might otherwise remain inaccessible. Including DOI links to the original research articles ensures that interested readers can delve deeper, increasing both readership and citations. *The Conversation* serves as a bridge between academia and the mainstream, enhancing public engagement with scholarly work.

Promoting research through these platforms not only broadens its impact but also fosters a culture of accessibility and application of academic knowledge. It is imperative for authors to adopt these promotional strategies as standard practice, ensuring their research not only contributes to academic discourse but also influences society in meaningful ways. Such efforts highlight the dual role of modern researchers as creators and communicators of knowledge.

### *How can authors track their influence?*

The efficacy of such academic research promotion efforts can be tracked using advanced tools that measure the reach and impact of published work. Among these, Altmetric stands out as a particularly robust platform designed to capture how often journal articles and other scholarly outputs are mentioned across a variety of media channels. Altmetric aggregates data from social media platforms, news outlets, policy documents, and other public fora to provide a comprehensive view of the engagement and influence that a piece of research has generated. This tool displays a colourful 'donut' which visualizes the attention score based on mentions, highlighting the diversity and volume of interactions.

Altmetric allows authors to gauge the effectiveness of their promotional strategies and understand the broader impact of their research beyond citation counts. By monitoring these metrics, researchers can see which aspects of their work resonate most with different audiences and adjust their outreach efforts accordingly. This direct feedback empowers authors to refine their approach to communicating their findings, ensuring they maximize the relevance and reach of their research. Tools like Altmetric not only provide quantitative insights into the dissemination of research but also qualitatively enrich the author's understanding of their work's societal and academic value. Thus, by adopting such tools, authors can strategically navigate their post-publication activities to enhance the visibility and impact of their research.

### *A caveat about the opportunity costs*

The reticence of many authors to engage in post-publication promotion of their research might stem from the prevailing academic culture, which traditionally emphasizes the quantity of publications and grant acquisition over the dissemination and practical application of research findings. Universities frequently advocate for engaged, applied research, and yet the metrics for career advancement remain predominantly focused on publication frequency and external funding. This disparity can deter researchers from investing time in activities that promote their work, as these efforts are seen as secondary to the primary goals set by their universities.

However, the knowledge landscape is evolving, with a growing demand for academia to demonstrate the tangible impacts of research. Countries like Australia are leading the way by incorporating measures of research impact and engagement when awarding government funding. This shift encourages academics to balance their traditional research activities with efforts to ensure that their work influences broader societal outcomes. As this trend gains momentum globally, it may inspire more researchers to embrace the promotion of their work as a crucial part of their academic responsibilities.

## Building and maintaining your network in an academic environment

Thorsten Merkle

In academia, like many other fields, an individual's strength and competences can be brought to best use within a network of peers only. Whilst academic rigor and currency continue to be of importance, the ability to reach out to and connect with peers has become a core competence. As a novice researcher it can be an overwhelming task to build and maintain your network. Especially as many universities still do not teach these life skills. How can the network be extended beyond your university's boundaries; how can it be maintained?

The following advice can help young researchers join the research community, building a network, and keeping that network alive. For the avoidance of doubt, a 'young' researcher can be of any age, the term here refers to the time passed since entry into academic service. This advice can be structured into three main sections:

- Joining the research community
- Building a network
- Keeping the network alive

Joining the research community and building a network are critical steps for a successful academic career. Attending key conferences in your field is a very good starting point. These events provide opportunities to present your research and engage with other researchers, facilitating valuable connections and feedback. Additionally, enrolling in pre-conference workshops, doctoral consortia, and professional development workshops can help you build foundational knowledge and skills necessary for your career growth. If you are lucky, you can find someone more experienced who recognizes your potential and is willing to support you build your network, a mentor so to say.

When attending conferences, make sure to present your own work and volunteer to moderate sessions. Conference organizers often proactively look for session moderators. This volunteer work allows you to get more exposure and to bring your name out there in your subject domain.

Publishing high-quality research is another vital component. Focusing on publishing in respected and highly ranked journals will help you gain visibility and establish a strong reputation. Collaborating with established researchers on publications can provide mentorship opportunities and enhance the credibility of your work, further strengthening your academic profile.

Joining relevant professional organizations (such as ICHRIE in the field of hospitality for instance) is also beneficial. Becoming a member of these associations allows you to participate in specialized networking opportunities, such as special interest groups. Engaging actively in these activities will help you connect with other professionals in your field, fostering a robust professional network that can support your career development.

When building your network, leveraging social media and online platforms can be very helpful. Utilizing professional networking sites like LinkedIn and ResearchGate allows you to connect with other researchers, share your work, and stay updated on industry trends. Additionally, following thought leaders on X (formerly Twitter) and engaging in discussions on academic blogs can be beneficial. X, in particular, offers real-time interactions and keeps you informed about conferences and new research developments.

Seeking mentorship is another crucial step. Identify experienced researchers who can provide guidance, feedback, and support. Mentors can offer valuable insights into navigating the academic landscape. Be proactive in reaching out to potential mentors with clear, concise, and respectful communication, highlighting specific areas where you seek guidance.

Collaborating and networking strategically is also vital for career advancement. Engage in collaborative research and publication projects that align with your interests and expertise, fostering deeper connections and knowledge exchange. Attend and actively participate in networking events, both in-person and virtual. Be prepared to introduce yourself and discuss your research interests concisely, making the most of these opportunities to expand your professional network.

In order to keep your network alive, maintaining regular communication with your contacts is essential. Sharing updates on your research progress, publications, and achievements through emails or newsletters helps keep your network informed and engaged. Additionally, sending personalized messages during significant academic events or holidays adds a personal touch and strengthens relationships.

Offering value to your network is crucial for mutual support. Be willing to assist others by reviewing papers, providing feedback, or sharing resources. Networks thrive on reciprocity, and offering help when needed fosters a supportive environment. Additionally, inform your network about job openings, grants, conferences, and other relevant opportunities, which can be beneficial to them.

Consistently attending and organizing events is vital for staying connected. Continue participating in conferences, workshops, and seminars to meet new people and reconnect with existing contacts. Taking the initiative to organize conference sessions, workshops, or special issue publications positions you as a central figure in the community and attracts new connections. Volunteering to become a moderator at conferences continues to be a viable way to increase your visibility and network.

Using technology to stay connected can enhance your networking efforts. Utilize virtual meeting tools for periodic catch-ups with your network, especially with international contacts. Employ collaborative tools like Google Scholar, Zotero, or Mendeley for shared research projects, ensuring seamless cooperation and ongoing collaboration.

By following these strategies, young researchers can effectively join the research community, build a robust professional network, and maintain valuable relationships throughout their academic careers. Remember, networking is a long-term investment that requires continuous effort, but it can yield significant benefits in terms of collaboration, mentorship, and career opportunities.