



From the Editor, Paul H. Jacques

The editorial team is glad that you are spending some of your valuable time opening the pages of JBAM. This is the third and final issue of 2022, and it is thus appropriate to recognize a group of individuals who worked to help bring you the quality articles you have read this year. No peer-reviewed journal can survive without the input of reviewers, and the following individuals each put forth their time, expertise, and willingness to work with authors in developing their manuscripts:

Vittal Anantatmula	Lizabeth Barclay	Steven Cates
Danzia Chen	Graeme Coetzer	Jennifer Cordon Thor
Ryan Cruz	Yang Fan	Justin Feeney
John Garger	Mary Goebel-Lundholm	Joanne Hix
Bryan Hughes	Richardo Lara	Karen Leonard
Karen Markel	Karen McDaniel	Wendi McGehee
Alexander McGregor	Nicholas Miceli	Dennis Mitterer
Heather Mitterer	Benjamin Moon	Pietro Petrarca
Mary Pisnar	Cheryl Stenmark	Irina Stoyneva
Chris Street	James Van Scotter	Julie Urda
Veselina Vracheva	Melody Wollen	Jody Woodworth

Many of these reviewers are new to JBAM, and I cannot thank you enough for your contributions to the journal. I trust it was a professionally rewarding experience, and I hope I can count on your input in the future.

The articles published in this year's volume disseminated information of both scholarly and practical importance, but the editorial team calls your attention to **Turnover and Recommendation Intentions in the Post-Implementation Period of Radical Decentralization**, an article by **Chris Street** and **Justin Feeney** that appeared in Issue 2. In our individual and collective opinion, this article was clearly worthy of **JBAM's Best Paper Award for Volume 22**. The paper reminds leaders that giving power, in terms of authentically empowering employees and providing them with the tools needed to do quality work and share responsibility and accountability for tasks performed, pays dividends. This paper is one of the first to empirically measure the effects of a holacratic organizational structure versus a hierarchical design, evidenced by increased self-reported employee efficacy, motivation, commitment to the organization, job satisfaction and other indicators of organizational interest. Congratulations to Drs. Street and Feeney for their outstanding study, which breaks new ground by providing compelling evidence of the superiority inherent in a holacracy.

The current issue contains other articles of interest, such as *Examining Toxic Leadership: An Integrated Framework for Organizational Recovery* from Bryan C. Hughes. The significance of this paper is that a commonly reported statistic is that over 50% of employees will report to a toxic leader at some point during their careers. The turnover that results and damage to the

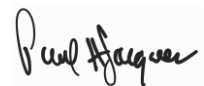
corporate culture are detailed in the article, including remedies that mitigate damages from toxic leaders. It is a truly fascinating read, and a paper with wide-ranging applicability.

The second article appearing in this issue is *Substitutes for Leadership in Learning Environments* from John Garger, Paul H. Jacques, and Leslie P. Filippelli-DiManna. The paper leverages substitutes for leadership, a theory developed by Steven Kerr and John M. Jermier in 1978, applying it to higher education both at the classroom and program development levels, with a thorough discussion of action-oriented implications and interventions that educators can use to the advantage of multiple stakeholders.

In their article, *Lost in Translation in the Innovation Metrics Landscape: A Review and A Framework*, Irina K. Stoyneva and Ryan E. Cruz offer an informative perspective that distinguishes R&D investments and their flawed relationship with corporate innovation. The study serves as a guide to changes and agents of change in organizations regarding how to measure the influence of change in ways that are more representative of such influences than are commonly used. Few readers would not benefit from their novel perspective.

The fourth article, *Commitment and a Problem-Solving Conflict Management Approach* by Graeme Coetzer, presents an empirical argument that suggests that a collaborative problem-solving approach results in superior outcomes, in comparison to a compromising conflict management approach. Unfortunately, the conflict management approach that is held up as exemplar is compromising, perhaps because it results in more expeditious closures to conflict. Compromise implies that neither side gets what they want, and thus the opportunity for building cohesion and enhancing outcomes of organizational interest is lost. This article discusses an area of organizational behavior that every reader has experienced, likely recently. JBAM prides itself on publishing articles that have substantial theoretical grounding, combined with a rich discussion and practical steps that individuals and organizations can take to achieve improvements to outcomes. This article accords with those principles, and it is well worth your time to benefit from its guidance.

I am confident that you will find your reading experience associated with this issue to be one worthy of your time and attention. As always, send feedback directly to me about your experience and ways to enhance it.



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