CALL FOR PAPERS


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Knowledge-intensive organisations (KIOs) include universities, management consulting, the Civil Service/public administration, information and communication services, human resource management and employment services, legal services, accountancy, financial services (including banking and insurance services), architecture, hospitals and medical services, marketing and advertising services, creative businesses and cultural organisations. The global nature of much knowledge, of knowledge services and of knowledge networks and the ambitions of knowledge-intensive firms to expand globally adds to the leadership challenge, bringing into focus both cultural differences and other international business issues such as the protection of intellectual property rights and increased competition for the best talent. Growth of KIOs depends crucially on management’s ability to give leadership to their major assets, people, in a way that supports knowledge-intensive teamwork. The leadership and management challenges are also mirrored in Civil Service bodies, creative industries and R&D organisations, and success depends on leading and managing them so that their knowledge – both explicit and tacit (Polanyi, 1957) – is fully exploited for the benefit of the organisation.

The topic of this Special Issue is overdue for more attention; much has been published about ‘knowledge management’ but this rarely addresses issues of leadership or management of people in KIOs; to date research on leadership and management of such organisations has not kept pace with research on management of manufacturing organisations.

Many historic KIOs (e.g. law, accountancy and consultancy) are characterised by partnerships without external ownership, informal management, up-or-out promotion and an emphasis on professionalisation, which tends to manage quality by the use of control mechanisms not necessarily suitable to the demands of the knowledge-intensive operating environment. As professions many also thrive on a monopoly on the use of the knowledge for their profession, autonomous (self-) regulation, rules and practices that exclude non-professionals and mitigate competition amongst professionals, this can lead to a club-like environment with distinctive behaviour and even its own code of ethics. Attempts to apply leadership and management skills from elsewhere to such an environment regularly end in failure (Von Nordenflycht, 2010).

The aim of this Special Issue is to explore bringing together three strands of research: international HRM, leadership and the knowledge-intensive firm/organisation, in order to better understand how to manage the challenges in KIOs, ideally in global KIOs.
We welcome conceptual and empirical analyses, including illustrative examples of both successes and failures. Issues that might be explored include but are not limited to:

**Leading and leadership in a global KIO context**
- Integrity in global knowledge-intensive organisations.
- Gender and diversity management in KIOs.
- Exploiting the knowledge generated in a team.
- The impact of the asymmetric provider–buyer relationship in knowledge transfer.
- The interaction of (information) technology, knowledge management and leadership.

**HRM in KIOs**
- The role of HR in KIOs in the context of globalisation and technology developments.
- (Global) HR models, e.g. creative industries, financial services, professional knowledge firms and public services.
- HR interventions for managing knowledge corruption, obsolescence and degradation.
- Managing intergenerational differences in knowledge including tacit knowledge.
- Managing intercultural differences in KIOs, including tacit knowledge transfer.
- Global talent management in KIOs.
- Recruiting, rewarding and inspiring knowledge and creative staff in (global) KIOs.
- Career management in (global) KIOs including training and mentoring.
- Succession planning and management in KIOs.
- Ensuring capacity and motivation for organisational learning in KIOs.
- Giving perennial inspiration and recognition to professional/creative staff not seeking or not eligible for promotion.
- Education for KI functions, and challenges for management development in KIOs.

**‘Herding Cats’: organising people in (global) KIOs**
- The organisational form of the KIO and the effects on leadership/management.
- The master craftsman–apprentice relationship as an analogy for relationships in KIOs.
- Supervising and intelligent monitoring functions in KIOs.
- Challenges for ensuring continuing development and updating of established professionals, knowledge and creative workers in KIOs.
- Planning and implementation roles in KIOs.
- Career management in global KIOs.

**Ashridge International Research Conference AIRC4**
Authors who would wish to present and discuss their research prior to the submission deadline for IJHRM are invited to submit their paper to AIRC4, the 4th Ashridge International Research conference, to be held at Ashridge Business School 2pm 12 June – 2pm 14 June 2015, on the related topic of Leadership, Management, Innovation in Professional & Knowledge Intensive Organisations: People and process challenges in the
global knowledge economy; submission deadline 10 April 2015, see www.ashridge.org.uk/airc4. Acceptance of papers for the conference does in no way prejudice acceptance of submissions to the IJHRM Special Issue:

- All papers for the Special Issue have to be submitted separately by 15 November 2015.
- Submitting for the IJHRM SI is open to anyone and not dependent on AIRC4 participation.

**Deadlines and review process**

We welcome both empirical and conceptual papers on topics related to the theme of the Special Issue. We are looking for a sound theoretical or practical motivation, building on a solid body of literature, setting the agenda for future research as well as proven examples of ‘what works’.

For any queries contact either of the editors: Carla Millar (c.millar@utwente.nl), Stephen Chen (stephen.chen@newcastle.edu.au) and Lee Waller (lee.waller@ashridge.org.uk).

All proposals will be double blind reviewed by the guest editors and a panel of qualified reviewers and judged on quality as well as their ability to enhance *IJHRM*’s reputation.

**Deadline for the submission of full papers: 15th November 2015**

**Submission**

- Papers are submitted with the understanding
  - that they are original, unpublished works, max 7000 words and
  - that they are not being submitted elsewhere.
- For author guidelines please see [http://www.tandfonline.com/toc/rijh20/current](http://www.tandfonline.com/toc/rijh20/current).
- Please submit to aircsi@ashridge.org.uk with *IJHRM* in the email heading.
- Submissions should be made as email attachment (Word), NOT to ScholarOne.

**References**
