Most Management Papers

- Table 1: Mean, std.dev., correlations
- Table 2: Analysis
- Table 3: Analysis that didn’t fit in Table 2
- Figure 1: Predicted effect graph
- Maybe Figure 2: A really similar predicted effect graph
So let’s take a look at what others do. Here are graphs from one issue of *Proceedings of the National Academy of Science*.
Is it a Problem that Papers Look the Same?

- Ignores difference in theoretical test requirements and context
- Clear blinders in ensuring validity
  - Stars rule, control variable machismo
  - Data invisible
  - Data cooking to solve problems like ESS
- Research impact beyond management lessened
  - Frankly we don’t look very sophisticated
What to Do?

- Describe phenomenon and importance of explanatory variable
  - Graphs, graphs, graphs
  - What do the data look like?
  - Can you visually show the effect of the explanatory variable or does it only pop up after 30 control variables and some data cooking?
- Analyses showing variations in explanation
  - More predictions, or exploratory comparisons
  - Subgroup effects, conditional predictions
- Display findings better
  - Effect sizes, prediction versus scattergram
  - Quantify improvement in understanding

One more thing

- This is NOT a new recipe that should lead to papers all being the same, but in a different way than before
- Theory & Context -> empirical research methods
  - Thinking not optional

- The social sciences are already starting! Here are some examples

Figure 6. Geographic Distribution of Towns That Passed an Anti-fracking Ordinance over Time


Gupta and Wowak. 2016. The Elephant (or Donkey) in the Boardroom. How Board Political Ideology Affects CEO Pay. ASQ.
What about Other Worries?

- P-hacking, HARKing, selective cooking of data
  - Harder to do when showing the data, showing explanation, showing findings more richly
- Substantive versus statistical significance
  - Seeing the data tells us whether there is a phenomenon
  - Showing findings more richly tells us whether research explained it

Why is this important to ASQ?

- As the leading journal in management, we have two obligations
  - Each paper should move the field forward as much as possible, and that includes communicating well with the readers
  - Our journal should move the field forward as much as possible, and that includes showing the best presentation of evidence
- Administrative Science Quarterly wants papers with improved evidence presentation