INTRODUCING YOUR STORY

WRITING AN EFFECTIVE ABSTRACT

- Most-read part of any research paper and the first thing reviewers read (after the title)

- "Abstracts are your introduction in miniature" (Pollock, 2021)

- Important elements:
  - The research question
  - The theoretical domain
  - The type of study
  - The empirical context
  - A synopsis of your major findings

WRITING AN EFFECTIVE ABSTRACT

Cannabis Use Does Not Increase Actual Creativity but Biases Evaluations of Creativity

Yu Tse Heng[1], Christopher M. Barnes[2], and Kai Chi Yam[3]

[1] McIntire School of Commerce, University of Virginia
[2] Foster School of Business, University of Washington
[3] Department of Management and Organization, National University of Singapore

The research question
The theoretical domain
The type of study
**The empirical context**
Synopsis of major findings

In this research, we examine the effects of cannabis use on creativity and evaluations of creativity. Drawing on both the broaden-and-build theory and the affect-as-information model, we propose that cannabis use would facilitate more creativity as well as more favorable evaluations of creativity via cannabis-induced joviality. We tested this prediction in two experiments, wherein participants were randomly assigned to either a cannabis use or cannabis abstinence condition. We find support for our prediction that cannabis use facilitates joviality, which translates to more favorable evaluations of creativity of one's own ideas and others' ideas. However, our prediction that cannabis use facilitates creativity via joviality was not supported. Our findings suggest that cannabis use may positively bias evaluations of creativity but have no impact on creativity. Implications for theory and practice are discussed.

STUDENT SAMPLE ABSTRACT

It is common sense that one should avoid the boss when he or she is in a bad mood. However, a recent study pointed out that leader's negative affect can elicit a voluntary behavior such as employee voice (Liu, Song, Li, & Liao, 2017). The aim of the present research is to reconcile these two conflicting positions by demonstrating that leaders' projection of certain negative emotions can increase employee voice while expression of others can diminish voice. Specifically, based on the emotion-as-social-information perspective (Van Kleef, 2009), we argue that the expression of anger decreases employee voice (intentions, quantity, and quality), while sadness facilitates it. Furthermore, these relationships are mediated by perceived openness of the leader. Leaders demonstrating anger, signal that they are not open to any ideas and they do not require any help, in contrast, when leaders demonstrate sadness, they indicate their need for input and openness to ideas. We tested our model in three empirical studies: a field survey (N = 120), where we employed incidental method technique, a lab study, where participants were exposed to a video of a leader (N = 140), and a field experiment, where leaders were asked to manipulate their emotional expression during meetings (N = 80). The results of three studies confirmed our assumptions. These findings help resolve divergent perspectives on the impact of negative leader affect on the employee voice by demonstrating the importance of differentiating discrete negative emotions. Further, our findings provided insight for when employees prefer to speak up to their leaders and also emphasized that leaders may strategically use emotions to increase employee voice behavior.
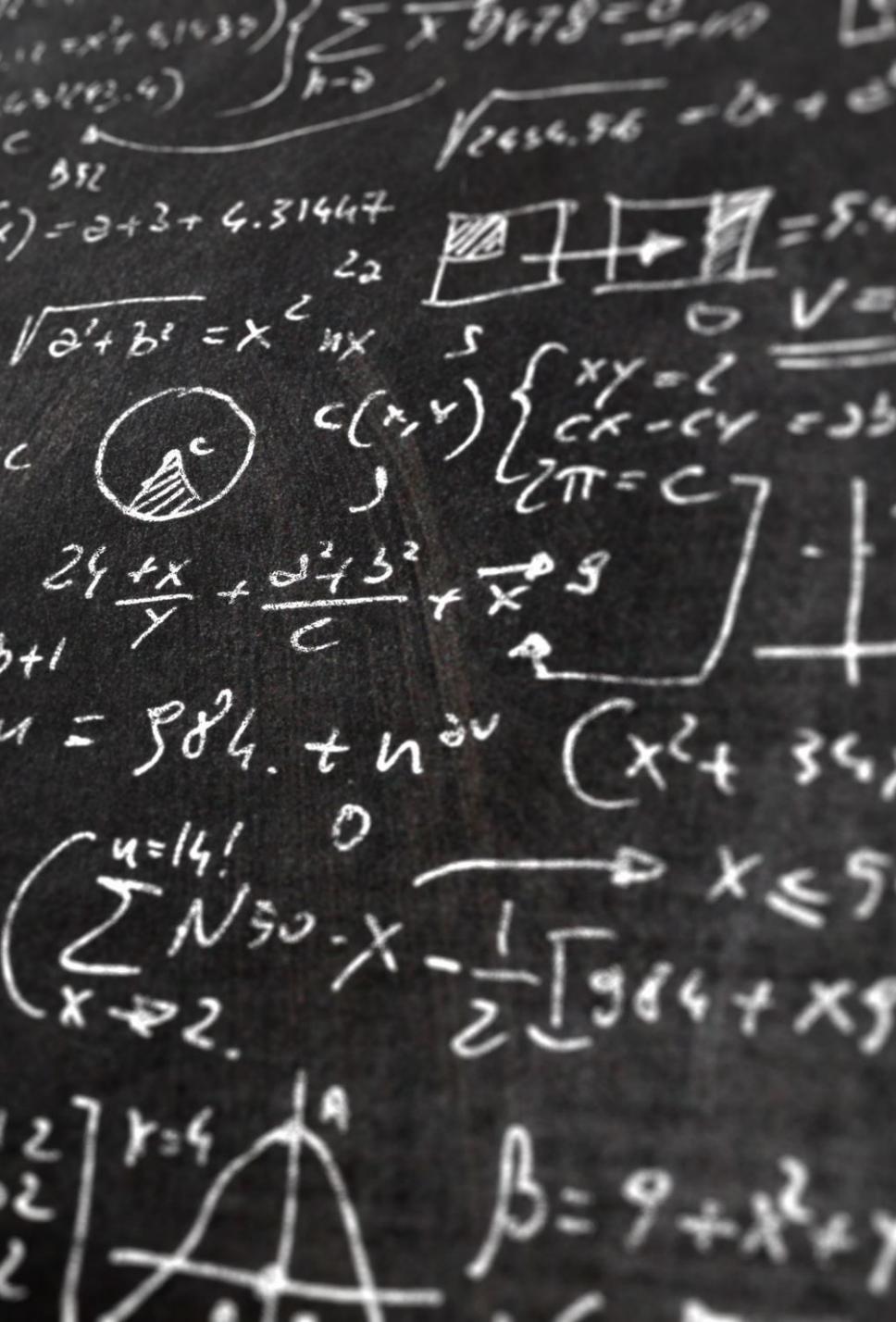
TINY TEXTS (THOMSON & KAMLER, 2013)

Locate: *Place the paper in its research conversation*

… is now a significant issue (in/for) … because …

Focus: *Identify the particular questions the paper addresses*

In this paper, I focus on …

Report: *Outline the methods to assure readers that the findings are trustworthy*

The analysis of the findings shows that …

Argue: *Present an explanation or application of the findings*

The paper argues that … and concludes by suggesting that…

STUDENT ABSTRACT REWRITTEN

- *Employee voice* is now a significant issue for organizations, *because the upward communication of suggestions can generate ideas that improve organizational performance.*

- In this paper, we focus on *the impact of leaders' emotional expressions on employee voice*.

- The analysis of the findings *from three studies (field survey, lab experiment, and field experiment) shows that expressions of anger by leaders significantly reduce employee voice, whereas expressions of sadness increase it*.

- The paper argues that *leaders should pay close attention to their emotional expressions and concludes by suggesting that leaders may actually strategically use emotional expressions to increase employee voice.*

WRITING EXERCISE #5

Tiny Texts

Rewrite your abstract using this template.

Locate: *Place the paper in its research conversation*

… is now a significant issue (in/for) … because …

Focus: *Identify the particular questions the paper addresses*

In this paper, I focus on …

Report: *Outline the methods to assure readers that the findings are trustworthy*

The analysis of the findings shows that …

Argue: *Present an explanation or application of the findings*

The paper argues that … and concludes by suggesting that…

YOUR FIRST PARAGRAPH HAS THREE TASKS

Establish the topic

- What is the general area?
- What is the paper's scope?

State the question

- Broadly – introduce nuances later

Set the hook

- Tension – a genuine and meaningful debate – helps
- The contribution becomes evident

YOUR FIRST SENTENCE(!) SETS THE TONE

Must accomplish at least one of the first paragraph's three tasks.

Signals whether you've got skill to make it worth the reader's time.

Forces you to think more clearly.

Short is good.

FIRST SENTENCE – WAYS TO GO WRONG

- Rambling on

- Not getting the underlying theory right

- Not connecting with what comes next

- Being too cute

  - "It is a truth universally acknowledged, that a foreign firm in possession of a good project, must be in want of good governance."

STRATEGY #1 – STATE YOUR QUESTION

- What type of social relationship is more conducive to creativity? (AMJ 2022)

- When a new venture is founded by a team of entrepreneurs, how should they organize decision-making? (AMR, 2022)

- One only has to be a casual reader of social psychology to know about the minimal group paradigm and the dogma that merely separating people into arbitrary groups creates a variety of intergroup biases. However, are the group distinctions used in this research really arbitrary? (JPSP, 2021)

- How do organizations make risky decisions, such as choosing among external partners? (Org Science, 2020)

STRATEGY #2 – DECLARE AN IMPORTANT FACT

- Most knowledge workers are members of more than one team. (JAP, 2024)

- Groups commit atrocities against other groups. (JPSP, 2024)

- The ability of teams to self-organize and engage in spontaneous collaboration is crucial to 21st-century organizations. (AMJ, 2023)

- Teams are central to value creation within and between organizations. (AMR, 2023)

- Language provides a record of how humans think and feel about the various social groups that make up their worlds. (JPSP, 2023)

- Organizational teams frequently fail to conform to the conceptions of a "real" team reflected in many traditional organizations (ASQ, 2022)

- Many of the most important moments in people's lives revolve around the first conversations they have with each other. (OBHDP, 2021)

STRATEGY #3 – USE A QUOTE

- We all quit … sorry for the inconvenience.—Note left by a group of departed Burger King staff in Nebraska (JAP, 2024)

- We keep moving forward, opening new doors and doing new things, because we're curious and curiosity keeps leading us down new paths. – Walt Disney (OBHDP, 2023)

- Inclusion and diversity are fundamental to the success of our company, because innovation requires breakthrough ideas that only come from a diverse workforce— AstraZeneca, 2020 (JPSP, 2023)

- Loyalty to the group, sacrifice for it, hatred and contempt for outsiders, brotherhood within, warlikeness without,— all grow together, common products of the same situation. — Sumner (OBHDP, 2022)

- Innovation has nothing to do with how many R&D dollars you have … It's about the people you have, how you're led, and how much you get it. —Steve Jobs (AMJ, 2022)

- It's not whether you get knocked down; it's whether you get up. —Vince Lombardi (AMR, 2020)

STRATEGY #3B — USE AN ANECDOTE

- Alex is a manager at a company. At an upcoming meeting, they want to persuade their employees to support a new policy. As Alex enters the meeting, they know that one approach would be to try to gain strong support from a handful of people—that is, from a subset of their employees. (JPSP, 2024)

- Imagine a successful surgical team that performs heart surgeries. The members of such a team will likely have well-developed task capabilities or a reliable capacity to bring about desired work outcomes as a result of intentional action (Org Science, 2023)

- On November 19, 1960, Ruby Bridges became the first African American student to integrate William Frantz Elementary School in New Orleans, Louisiana. Protected by a police escort, she was met by an angry crowd throwing threats and rocks in equal measure. (JPSP, 2022)

- In May of 2017, Rafael Nadal took the court for a first-round match at the French Open against Frenchman Benoit Pare. Pare, the lower ranked player, entered the court first, and, not surprisingly, the home crowd at Roland Garros gave him a spirited ovation. However, the reaction Pare received paled in comparison with the one that greeted Nadal—a Spaniard—when he entered the court. (JPSP, 2021)

- Pierre reread Sam's email to the global product development team with a sinking feeling. The members of the team were dispersed across the company's offices around the world: Pierre worked in Paris, Tanya in Tokyo, Sam in Singapore, Roberto in Rio de Janeiro, and Nina in New York. (Org Science, 2021)

STRATEGY #4 – DESCRIBE A TREND

- During the pandemic and following the subsequent "great resignation," organizations face an increased demand for creating effective and engaged workgroups. (JAP, 2024)

- Organizations have increasingly used virtual teams (VTs) in recent years. (JAP, 2024)

- Now, more than ever, organizations are investing heavily in diversifying their work teams, aiming to reap the moral, learning, and business benefits of team diversity. (Org Science, 2023)

- In recent years, many industries have come to rely on temporary teams to accomplish complex, high-value work. (Org Science, 2023)

- Teams have become increasingly prevalent in modern organizations because they allow for the flexible division of labor, stimulate creativity, and meet employees' social needs. (AMJ, 2020)

WRITING EXERCISE #6

The Opening Sentence

For the project you are working on, write at least four opening sentences:

1. State your question
2. Declare an important fact
3. Use a quote/anecdote
4. Describe a trend

Try to make them engaging, such that the reader will be intrigued and want to read more.