



Qualitative Research for Maximum Impact

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Crafting Impactful Research

“Impactful research is generally understood as the development of actionable insights in relation to important phenomena.”

Traeger, Cartel, Mair, Lounsbury, Reinecke, Seelos, Chan-Serafin (2024)

Crafting Impactful Research

Two basic impact paths:

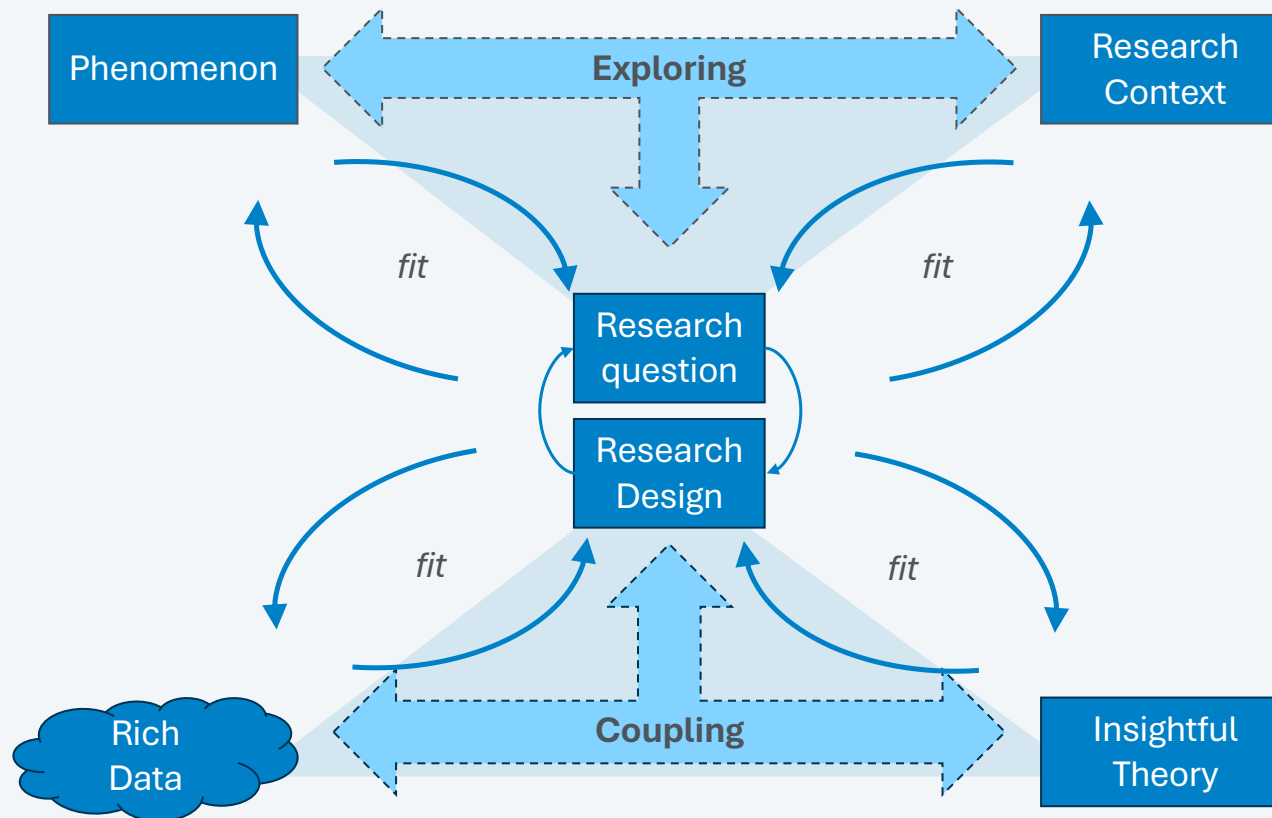
1. Making an academic/scientific impact
2. Making an impact on practice

Revelation

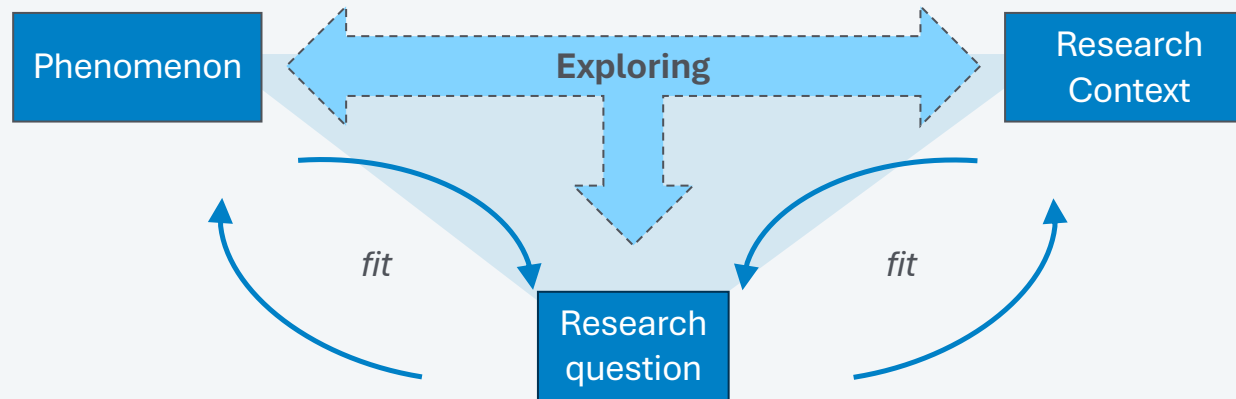
Revelatory: an assemblage of conceptual ideas that offers some form of enhanced insight into the phenomenon beyond what current theory says and that will resonate beyond the specific setting studied.

The bar is set very high for publishing inductive research because the expectations for novelty and/or theoretical advancement are often significant: *changing the way people think and talk about a phenomenon*

Cloutier, Langley & Corley Framework



Cloutier, Langley & Corley Framework

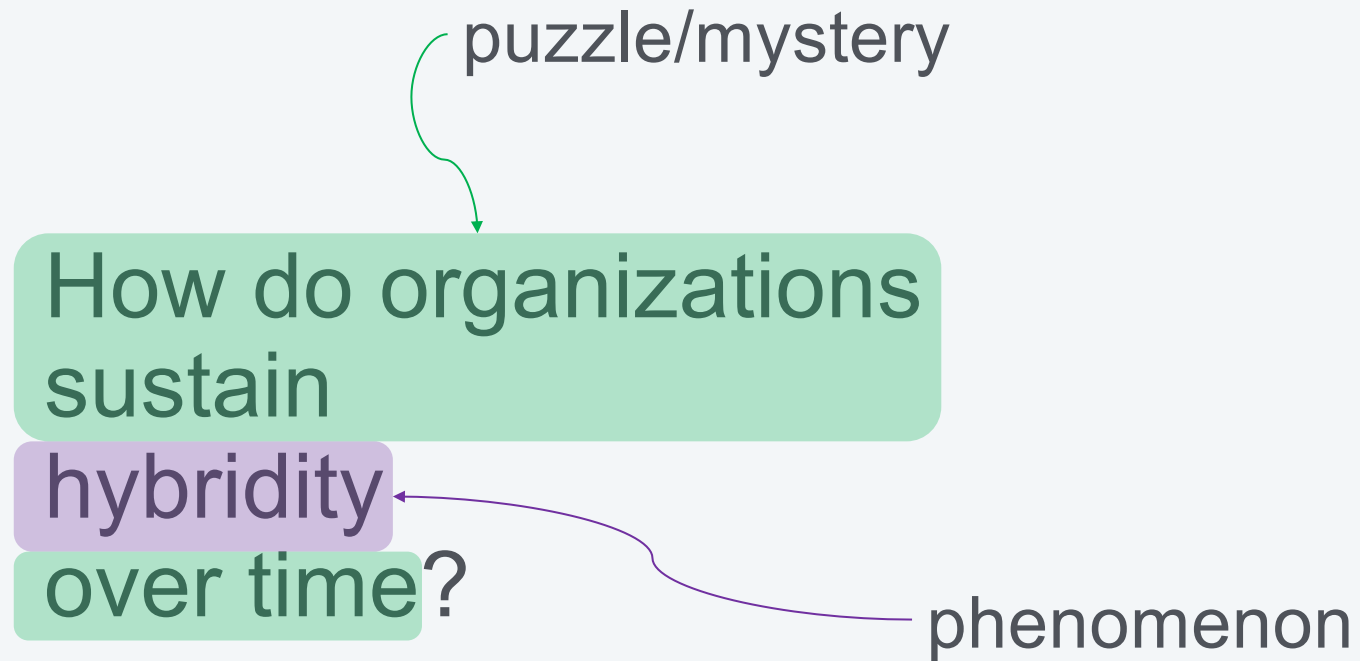


Anatomy of a Research Question

How do organizations sustain hybridity over time?

Smith, W. K., & Besharov, M. L. 2019. Bowing before dual gods: How structured flexibility sustains organizational hybridity. Administrative Science Quarterly, 64(1): 1-44.

Anatomy of a Research Question

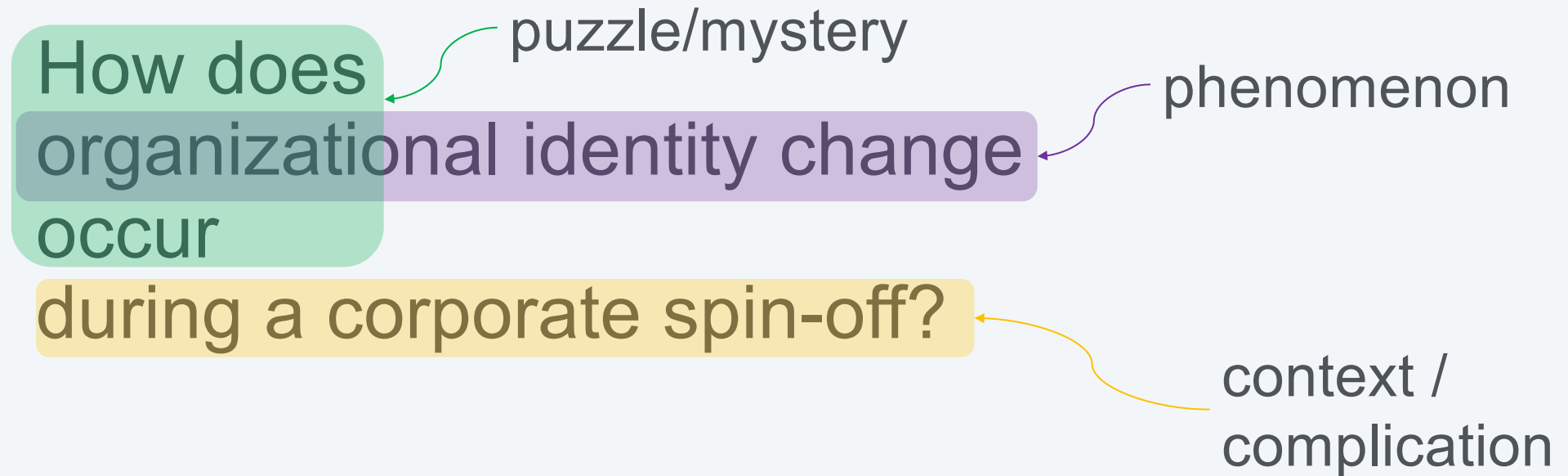


Anatomy of a Research Question

How does organizational identity change occur during a corporate spin-off?

Corley & Gioia (2004)

Anatomy of a Research Question

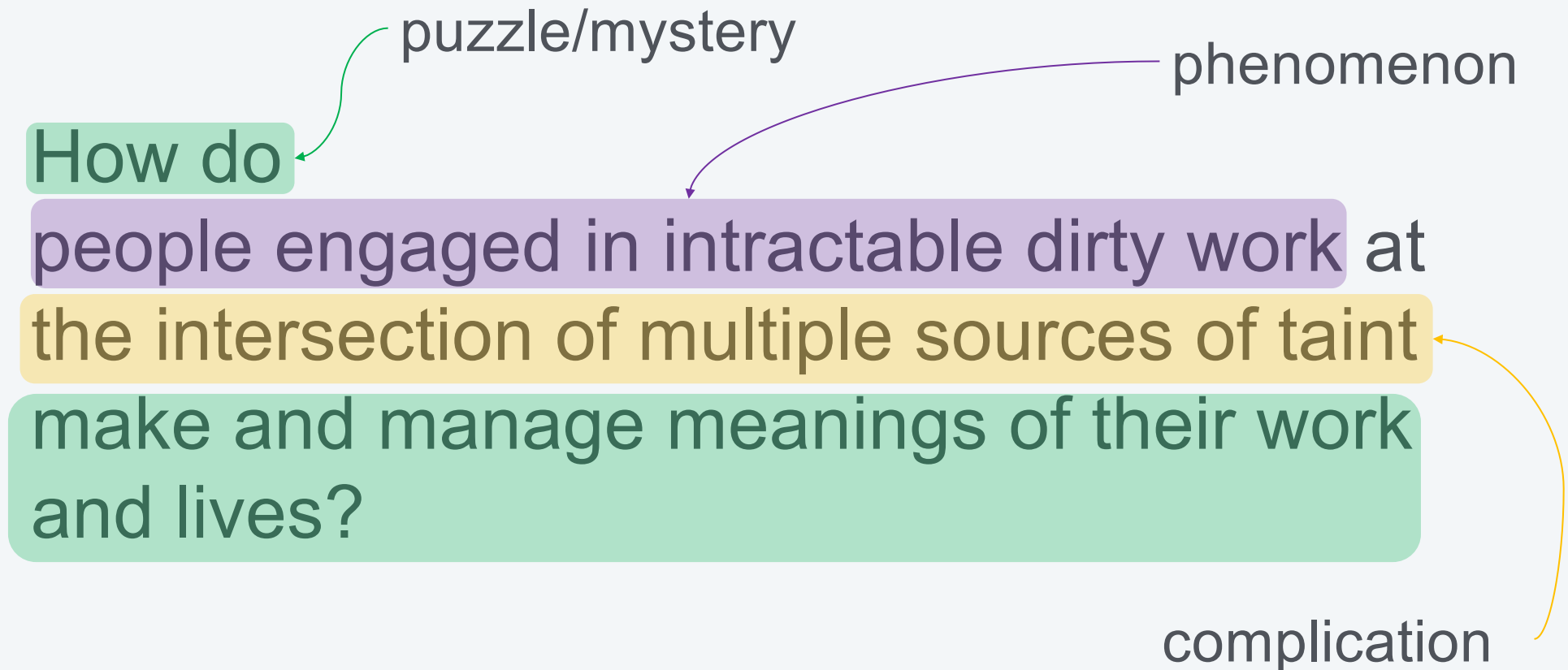


Anatomy of a Research Question

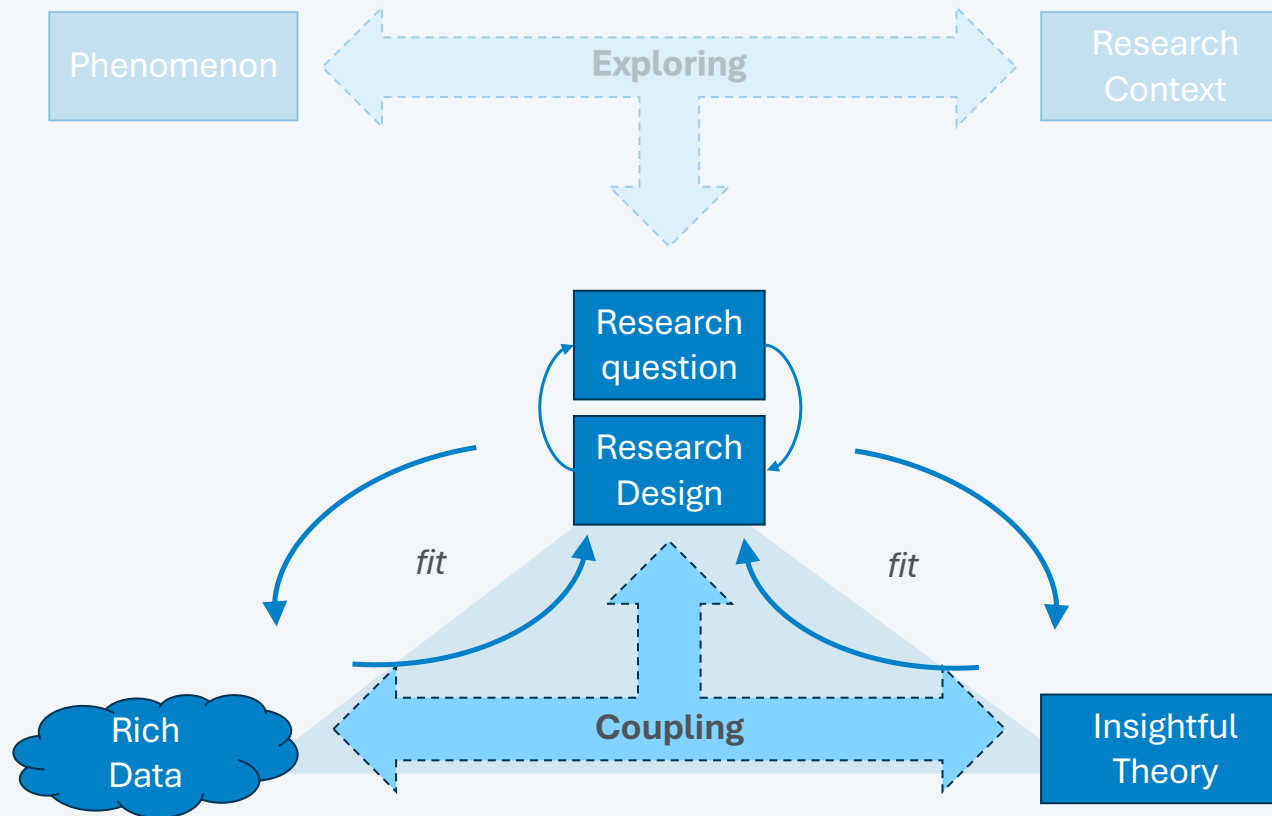
How do people engaged in intractable dirty work at the intersection of multiple sources of taint make and manage meanings of their work and lives?

Koo, E., & Kim, A. 2024. Linguistic Inclusiveness in Organizations: A Russophone Bank in Post-Soviet Kazakhstan. *Academy of Management Journal*, 67(6):

Anatomy of a Research Question



Cloutier, Langley & Corley Framework



Crafting Theoretical Insights



Blind Alleys (Langley, 2017)

- Loose coupling
- Circular coupling

Conceptual Leaping (Klag & Langley, 2012)

- 'seeing' & 'articulating'
- Taking advantage of dialectical tensions

Templates and Whatnot

- e.g., Gioia, Eisenhardt, etc.
- Bricolage (Pratt, Sonenshein & Feldman, 2020)

Crafting Theoretical Insights



Required skillset:

- Extensive engagement with the data through systematic analytical effort
- Critical thinking / devil's advocacy
- Internal storytelling
- Intuition
- Balancing confidence with humility (modesty?)
- Social engagement



Thank you for your time!

Questions?