

Asking Questions that Matter: Organizational Scholarship as a Personal Journey

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EGOS 2014, Rotterdam

Before I start...

A simple thought experiment

Visualize yourself ten years from now

Identity

Measures of Success

Activities and Engagements

Stocktaking (Midcareer) Moment

1997	Virginia Commonwealth University	PhD
1998	Syracuse University	Assistant Prof
2000	University of Wisconsin-Madison	
	-- Director of Entrepreneurship Program	
2005	London Business School	Associate Prof
	-- Director, Institute of Technology	
2007	Imperial College London	Professor
	-- Director, Rajiv Gandhi Centre	
	-- Deputy Dean	
	-- Editor, AMJ	

3 'Broadening Out' Trends

From "Papers" to **Themes**

From "Contribution" to **Impact**

From "Personal" to **Community**

What to expect as a junior faculty

- Acquiring a professional “Frame of Mind”
 - What drives you and does it match?
- Grasping generic institutional expectations
 - Norms and social practices (being there every day)
 - Quality of effort and the attributes of colleagues
- The Teaching Challenge
 - Portfolio characteristics – breadth versus depth
 - The issue of experience versus vicarious learning
- The Research Paradigm
 - Normative links back to teaching
- The Service Syndrome
 - The Wisconsin Idea

Research What?

Framing the Question for Session

- Explicit focus on phenomenon
- Tendency to focus exclusively on “entrepreneurial outcomes”

Re-framing Topic for Session --- **Emphasizing Why in Research**

- Focus on Causal Explanations**
 - Why?
 - De-emphasize (What? How? When?)
- Theoretical plurality**
 - Have a rich repertoire of theories
 - Reconcile or combine explanations
 - **Suggest:** At any given time, do not attempt to master more than two theoretical traditions

Build the Scholar’s Toolkit

- Methodological mastery
 - Sample sizes (small versus large)
 - Data source (survey versus archival data)
 - Temporal (cross-section versus longitudinal data)
 - Qualitative versus Quantitative
 - Finding the right mix in each paper

Being entrepreneurial with your career

1

Pick broad themes to establish street credibility

2

Visualize the impact that you want to have
(impact on firms, society, policy, students, family)

3

Build research programmes (not papers)
on larger problems that matter

4

Be creative in resourcing

5

Invest the marginal hour (and be a good citizen)

Research Themes

- Innovation processes
 - Absorptive capacity, Business models, Open innovation, Ecosystems
- Inclusive innovation
 - Energy, Health
- Entrepreneurship

BRIDGING THE MUTUAL KNOWLEDGE GAP: COORDINATION AND THE COMMERCIALIZATION OF UNIVERSITY SCIENCE

REDDI KOTHA
Singapore Management University

GERARD GEORGE
Imperial College London

KANNAN SRIKANTH
Indian School of Business

Journal of Economic Geography 12 (2012) pp. 943–968

doi:10.1093/jeg/lbs025

Not with my own: long-term effects of cross-country
collaboration on subsidiary innovation in emerging
economies versus advanced economies

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Research Policy 41 (2012) 1534–1543

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Research Policy

journal homepage: www.elsevier.com/locate/respol



Innovating in the periphery: The impact of local and foreign inventor mobility on
the value of Indian patents^{1*}

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CUI BONO? THE SELECTIVE REVEALING OF KNOWLEDGE AND ITS IMPLICATIONS FOR INNOVATIVE ACTIVITY

OLIVER ALEXY
Technische Universität München

GERARD GEORGE
AMMON J. SALTER
Imperial College London

Committee on Development and Intellectual Property (CDIP)

Ninth Session
Geneva, May 7 to 11, 2012

TAXONOMY-ANALYTICAL STUDY FOR THE PROJECT ON OPEN COLLABORATIVE
PROJECTS AND IP-BASED MODELS (RECOMMENDATION 36)

commissioned by the Secretariat

1. The "Project on Open Collaborative Projects and IP-Based Models", approved by the Committee on Development and Intellectual Property (CDIP) in its sixth session envisaged, as a first step, the preparation of a taxonomy-analytical study. Member States requested to review and make comments on the first draft presented in the eighth session until January 31, 2012. The current draft incorporates the changes suggested.
2. Accordingly, the Annex to this document contains the above-mentioned study.
3. The CDIP is invited to take note of the information contained in the Annex to this document.

[Annex follows]

The views expressed in the study are those of the authors, and not necessarily those of the WIPO Secretariat or its Member States.

The study was prepared by Dr. Linus Dahlander, Assistant Professor, Stanford University and European School of Management and Technology (ESMT), Berlin, Dr. David Gann, Professor and Head of Innovation and Entrepreneurship, Imperial College Business School, London, and Dr. Gerard George, Professor and Director, Rajiv Gandhi Centre, Imperial College Business School, London

JOURNAL OF
MANAGEMENT STUDIES

Journal of Management Studies 50:2 March 2013
doi: 10.1111/joms.12000

Category Divergence, Straddling, and Currency: Open Innovation and the Legitimation of Illegitimate Categories

Oliver Alexy and Gerard George

TUM School of Management, Technische Universität München; Business School, Imperial College London

Gerard George and Adam J. Bock

MODELS OF OPPORTUNITY

The
foundations of
entrepreneurship
survival and
success



CAMBRIDGE



The Business Model in Practice and its Implications for Entrepreneurship Research

Gerard George
Adam J. Bock

JOURNAL OF MANAGEMENT STUDIES

Journal of Management Studies 49:2 March 2012
doi: 10.1111/j.1467-6486.2011.01030.x

The Effects of Culture and Structure on Strategic Flexibility during Business Model Innovation

Adam J. Bock, Tore Opsahl, Gerard George and
David M. Gann

University of Edinburgh; Imperial College London; Imperial College London; Imperial College London



Energy for Development

Menu

- Home
- Rural electrification
- Current Projects
- Partners and People
- News
- Related projects
- Links

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Welcome to the Energy for Development Network

The Energy for Development Network aims to enable a step-change in collaborative research and project development addressing the energy needs of rural communities in developing countries. The work is being lead and coordinated by the **Sustainable Energy Research Group** at the University of Southampton.

Implementation Sites



Kitonyoni, Kenya



Oloika, Kenya



Bambouti, Cameroon

Most Recent News



September 2013: Community Progress within the First Year Operation of the Solar Rural Electrification Project in Kenya

This month, the E4D team celebrates the first year of operation of the Kitonyoni project which has undoubtedly transformed the trading centre, the lives of the villagers and has provided the research team a full year of data to appraise system performance, energy demand and relate to overall project replication. The project is now a beacon in Africa having many local and international visitors such as from Japan, Germany, UK, Zambia, the World Bank and other funding agencies. [Read more about the first year of the project.](#)

July 2013: Prof Bahaj gives Lecture on Energy for Development at the Islamic Development Bank, Jeddah Saudi Arabia
 Prof. AbuBakr Bahaj, Head of Sustainable



Energy Policy

journal homepage: www.elsevier.com/locate/energy

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BUSINESS SCHOOL

Rajiv Gandhi Centre for Innovation and Entrepreneurship

Empowering change: The effects of energy provision on electricity aspirations in slum communities

Priti Parikh*, Sankalp Chaturvedi, Gerard George

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JOURNAL OF MANAGEMENT STUDIES

Journal of Management Studies 49:4 June 2012
doi: 10.1111/j.1467-6486.2012.01048.x

Innovation for Inclusive Growth: Towards a Theoretical Framework and a Research Agenda

Gerard George, Anita M. McGahan and Jaideep Prabhakar

Imperial College London; University of Toronto; University of Cambridge

ABSTRACT Inclusive innovation, which we define as innovation that benefits the



Case study: Energy for Development (E4D)

Business Models for Rural Electrification

Part A

case centre

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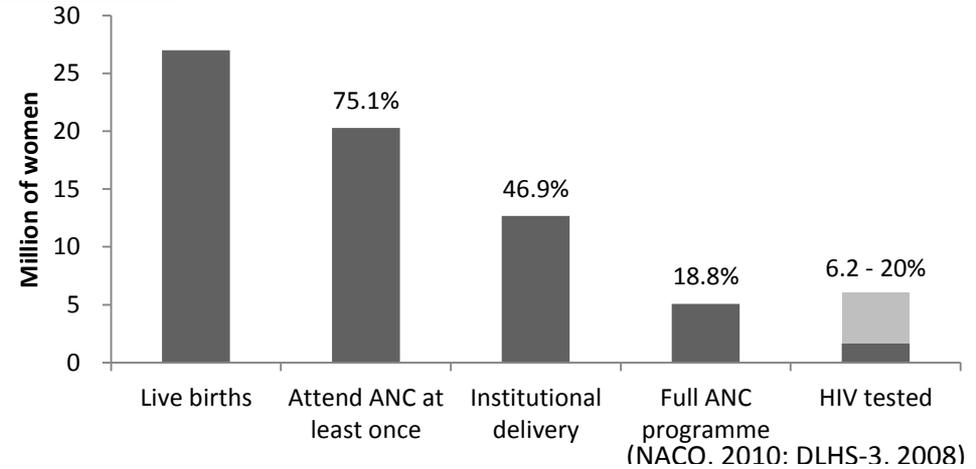
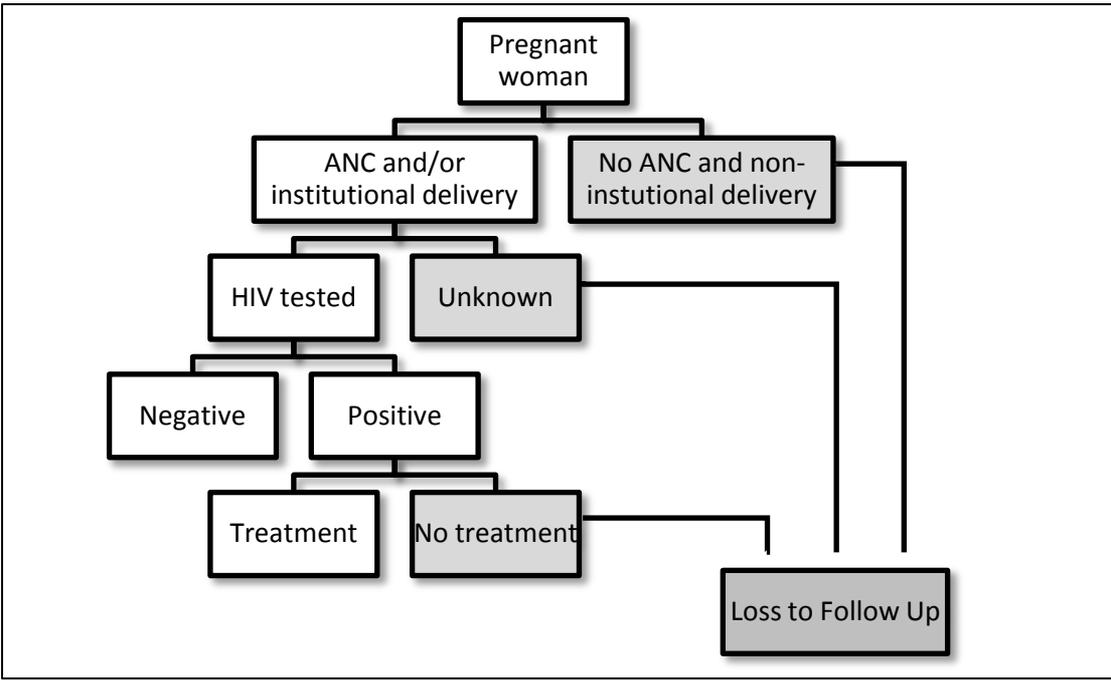
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January 2014

Solutions in global health systems







Contents lists available at [ScienceDirect](#)

Social Science & Medicine

journal homepage: www.elsevier.com/locate/socscimed



Are public–private partnerships a healthy option? A systematic literature review



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EDITORIAL

New solutions in service design and delivery are necessary to combat disease burden

Does the future you visualize consider this question:

HOW AM I HAVING IMPACT?

SHAPING THE FUTURE:

*Solving Social Problems
through Business Strategy*

Pathways to Sustainable Value Creation in 2020

Based on research by McKinsey & Company



Executing on an existing strategy may no longer be enough. Businesses and governments must think more deeply about the opportunities and

In 2010, the global financial system remained fragile, but economies around the world began moving toward recovery. Some — especially those in emerging markets — hardly broke stride, continuing their rapid growth.

Our report, *Tracking global trends*, looks at six broad, long-term developments that are shaping our world:

1. Emerging markets increase their global power
2. Cleantech becomes a competitive advantage
3. Global banking seeks recovery through transformation

Inside

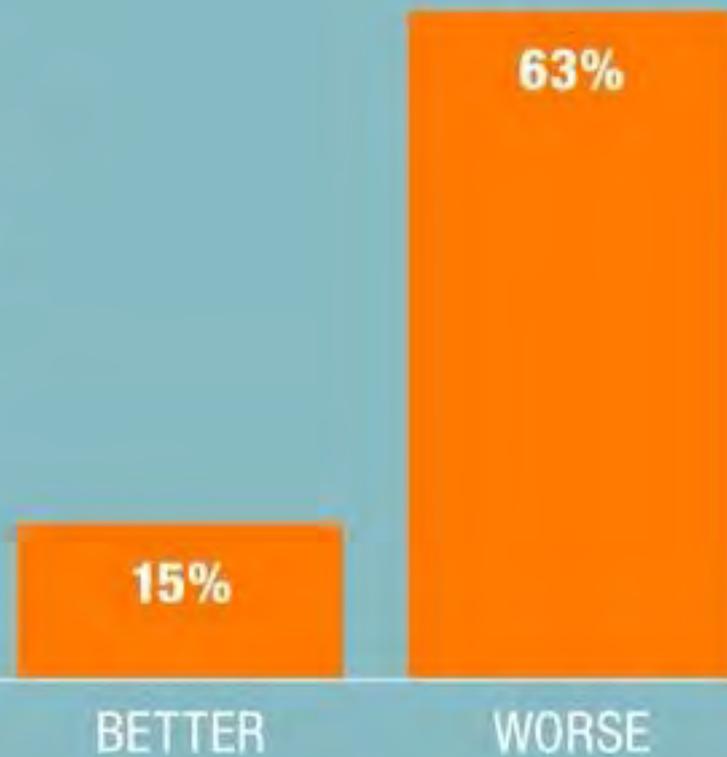
- Six global trends, three key drivers
 1. Emerging markets increase their global power
 2. Cleantech becomes a competitive advantage
 3. Global banking seeks recovery through transformation
 4. Governments enhance ties with the private sector
 5. Rapid technology innovation creates a smart, mobile world
 6. Demographic shifts transform the global workforce



Download
Tracking global trends: how six key developments are shaping the business world as a printable document.
(6.9 MB PDF)

Do **you think** the **quality of life** for the next generation of middle class Americans **will be** better, **worse**, or about the same as today?

"about the same" not shown



Source: Penn, Schoen, Berland



FROM THE EDITORS

PUBLISHING IN *AMJ*—PART 1: TOPIC CHOICE

Editor's Note:

This editorial kicks off a seven-part series, "Publishing in AMJ," in which the editors give suggestions and advice for improving the quality of submissions to the Journal. The series offers "bumper-to-bumper" coverage, with installments ranging from topic choice to crafting a Discussion section. The series will continue in August with "Part 2: Research Design." -J. A. C.

At the moment of this writing, there are 64 submissions in the hands of *AMJ* reviewers, who have been asked to critically evaluate the merits of those submissions relative to the mission and goals of the *Journal*. Although those reviewers will read their assigned manuscripts carefully and thoughtfully, their recommendations to the action editor will depend, in part, on a choice made years earlier: the topic of the study. The seeds for many rejections are planted at the inception of a project, in the form of topics that—no matter how well executed—will not sufficiently appeal to *AMJ*'s reviewers and readers. Likewise, many manuscripts ultimately earn revise-and-resubmits as a result of topic choices that gave them clear momentum, right out of the gate. What is the anatomy of a topic that, in our opinion, creates that sort of momentum at *AMJ*? Our editorial will focus on five distinct criteria of effective topics: significance, novelty, curiosity, scope, and actionability.

Significance: Taking on "Grand Challenges"

A starting point to consider when selecting a topic is whether the study confronts or contributes to a grand challenge. The term "grand challenge" is credited to a mathematician, David Hilbert, whose list of important unsolved problems has encouraged innovation in mathematics research since the turn of the 20th century. Grand challenges have been applied to diverse fields in the natural sciences, engineering, and medicine. Examples of grand challenges used by the United States National Academy of Engineering include engineering better medicines and making solar energy economical. The grandest of these challenges are reflected in the United Nations Millennium Development Goals to eradicate global poverty, disease, and hunger. The fundamental principles underlying a grand challenge are the pursuit of bold ideas and

the adoption of less conventional approaches to tackling large, unresolved problems.

Of course, few *AMJ* submissions will deal with topics as globally significant as reducing poverty or combating hunger. What *AMJ* submissions can do is deal with large, unresolved problems in a particular literature or area of inquiry and tackle those problems in a bold and unconventional way that leaps beyond existing explanations. Often that leap will engender new paradigms or open new pastures for scholarly discourse. For example, Ferlie, Fitzgerald, Wood, and Hawkins (2005) took on a grand challenge in asking why evidence-based innovations failed to spread in the health care industry. Innovation diffusion is an issue of vital importance in a number of literatures, and the focus on health care innovations lent additional weight to the topic. Ferlie et al. (2005) then confronted the topic in a bold and unconventional way by going beyond linear models of diffusion and arguing that factors that could seemingly aid diffusion—such as professionalization—could instead create "nonspread."

This conceptualization of grand challenges provides a crucible for melding discussions of theoretical usefulness and the broader perspective that individual and societal benefit can accrue from economic and entrepreneurial activity (Brief & Dukerich, 1991; Ghoshal, Bartlett, & Moran, 1999; Schumpeter, 1942; Sen, 1999). Understandably, every topic choice cannot introduce a new paradigm; the cumulateness of scholarship and the progress of social sciences require us to build on prior work. Moreover, the "grandness" of unresolved problems will vary from literature to literature over time. Nonetheless, posing each topic within a grand challenge framework provides voice to a study's *raison d'être*; it allows the author to articulate how the study solves a piece of a larger puzzle, and in so doing, moves the field forward with rigor and relevance (Gulati, 2007).

Novelty: Changing the Conversation

Like many other top journals, *AMJ* also emphasizes novelty in topic choice. Given that scientific work can be viewed as a conversation among scholars (Huff, 1998), one simple way to check the novelty of a topic is to consider whether a study ad-

FROM THE EDITORS

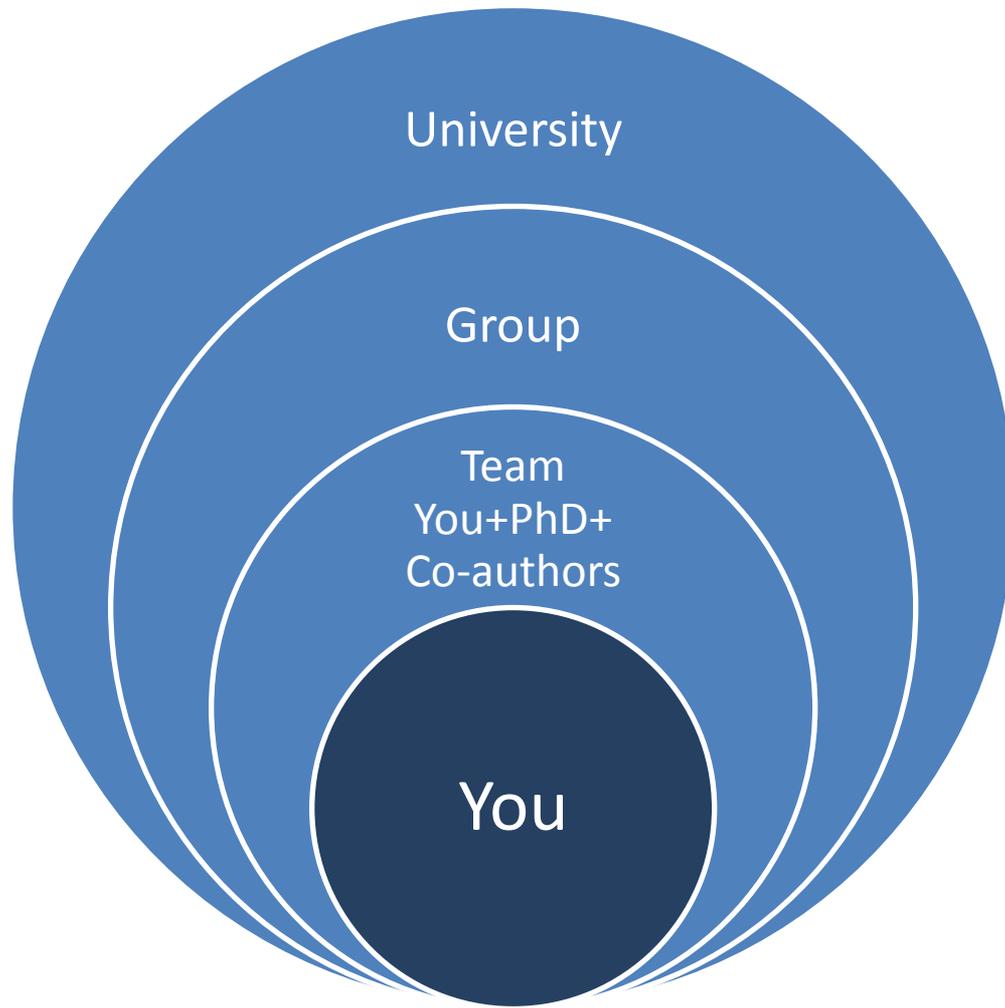
RETHINKING MANAGEMENT SCHOLARSHIP

Rethinking management scholarship is perhaps a tad bit bold as an opening statement for the 20th editorial team of the *Academy of Management Journal*, but it does capture the spirit and aspiration of the incoming team. It is not that this team intends to recast decades of cumulative knowledge, but instead the goal is to experiment on what we as an Academy collectively consider as good empirical research and the way in which we examine or present management scholarship. Our proposal

adigm can only be done by experimenting at the fringes. Jason Colquitt's final editorial underscored the inclusive "big tent" nature of the *Journal* and the roughly equal split of micro and macro submissions that truly reflects the diversity and representativeness of reader interests on its pages (see the December 2013 "From the Editors" [vol. 56: 1511–1515]). Over the next three years, our team will continue that tradition of keeping a wide and open view of management and promoting submissions

to support jobs, to explore new business ideas and grand challenges with the goal of expanding the scope, interestingness, and relevance of the work presented in the Academy of Management Journal. The principle is to use the editorial notes as "stage setters" to open up fresh, new areas of inquiry for management research. GG

private, public, and non-profit sectors? Perhaps it is just the mismatch between the timescales of business and that of the climate that has made it difficult to grasp what climate change means for organizations in the future. Or, perhaps it is the uncertainty that surrounds any projections of our future climate—an uncertainty arising from the



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Disseminating our work to the widest possible audience and developing practical real-world outcomes is a key purpose of the department. In conducting projects, our researchers work closely with industrial partners to co-develop methods, tools and training systems relevant to current and future needs. The Group continually challenges its own ideas and practices, resulting in notable impact not just for businesses, but in the advancement of academic social science, research-led teaching practice and tested research evidence for policy-making.



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Our research has transformed innovation processes in many UK-based organisations, such as Arup, IBM, Atkins, Laing O'Rourke and the Olympic Delivery Authority (ODA), helping them remain at the forefront of technological, systems and service innovation. We engage with world-leading innovators who utilise our relevant, practical and high-quality academic outputs to harness and exploit innovation.

Many of our projects are co-developed with industry partners, including world-leading multinationals and SMEs, allowing us to develop timely and relevant solutions. Through our Executive Education training programmes, we supply teaching for leading companies, focusing on complex issues in technology development, idea creation, innovation, incubation, technical construction, spin-out and business management. We are helping these organisations to invest in their staff and maximise the skills needed to advance their business.

Building collaborative and mutually beneficial relationships is a core purpose of the Department. From these partnerships we gain unique access to valuable data, resources and practical support, whilst our partners benefit from applying the latest academic insights to support the competitive development of the business. See below for a brief insights into some of our major impacts:



Construction of the 2012 Olympic Park

Working with the Olympic Delivery Authority and Laing O'Rourke, this



Managing Knowledge Flow and Network Ties

Working with Arup and Atkins, this project identified and mapped

Project-to-Project Learning

Project-to-Project Learning

Working with Laing O'Rourke, this project examined megaproject management at Heathrow Terminal 5.

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The Department is dedicated to producing the highest-quality research with far reaching effects for the development of innovation and entrepreneurship research. To achieve our goal, we recruit high-calibre researchers from world-leading universities, encouraging them to initiate, develop and lead projects, with support from our system of capacity-building training and mentoring, designed to nurture future academic leaders.

Disseminating our Academic Research

Contributing to academic debates in innovation and entrepreneurship is a key element of our work, and many of our highly cited articles have appeared in elite journals. In addition, we regularly deliver talks, including many keynote speeches, at conferences around the world, as well as hosting numerous high-profile events and activities from our base at Imperial College London. Key achievements include:

- Publishing over 400 journal articles in top academic journals, around 20 books, 80 book chapters and 50 major reports
- Receiving over 40,000 citations in Google Scholar since 2006, with 10,000 of these in 2012 alone.
- Attending and presenting at influential international conferences such as the Academy of Management, DRUID and Egos.
- Professor Gerry George is the current editor of the Academy of Management Journal – the first

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The Innovation & Entrepreneurship Group has realigned teaching within Imperial College Business School to specialise in innovation and entrepreneurship education. Using our unique research results, we also design and develop training opportunities for our industry partners including Arup, Laing O'Rourke and IBM. Our research findings contribute to all levels of management throughout the School, informing the [Executive Education](#) and MBA programmes, as well as through direct contact at Board level. Additionally, our textbooks and publications have been translated into many languages and used by educators around the world.

MSc and MBA

Building on the success of I&E research we launched the [MSc Innovation, Entrepreneurship & Management](#) in October 2011. Sessions are taught by members of the Group and topics include innovation management, business

We've Taught

- Over 1800 Master's students
- Over 2200 MBA students
- Over 200 PhD students
- Over 1000 Undergraduates

Executive Education

- Laing O'Rourke
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ASHTAD • 13.00 (+0.8%)

BANCA POP ER 8.27 (-0.2%) • BANCA POP MI 0.69 (+0.01)



Being entrepreneurial with your career

①

Pick broad themes to establish street credibility

②

Visualize the impact that you want to have
(impact on firms, society, policy, students, family)

③

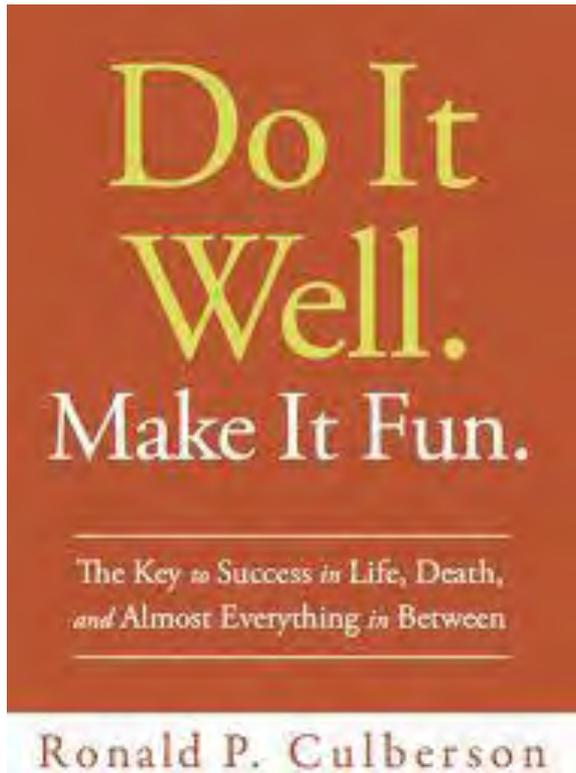
Build research programmes (not papers)
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Be creative in resourcing

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