

USEFUL TIPS FOR WRITING A GOOD PAPER

Message from the Guest Editor - Professor George Huber:

May I suggest those who are submitting papers to the Special Issue that they *read* the attached one-page summary and the original article. Please keep in mind that we regard the advice of the article's authors as generic, not related necessarily to AMR. I am certain that papers written with the lessons of this article will receive better reviews, on average, than those who do not.

Best,
George

A one-page summary for the paper of Lange & Pfarrer (2017)¹

There's more than one way to skin a cat, the old saying goes². Even as we write that, we're imagining coming across a future conceptual exploration of the subject, perhaps in an academic journal devoted to all manner of cat studies. We note the title of this imagined article—something like: “Equifinality in feline pelt removal: A critical examination”—and begin reading. The authors invite the reader in by laying out a noncontroversial starting point. We nod our heads in agreement with the authors as they describe the *common ground*. Yes, cats can be skinned in different ways. That's intuitive, and the authors emphasize the common wisdom of that idea by describing how it has been developed in the academic literature. But, upon establishing that common ground with the reader, the authors proceed to throw in a *complication*. They say, “Although that idea about cat skinning is taken for granted, little thought is given to what good it would do you or your cat to separate it from its outer covering.” Aha; now we're intrigued. We're beginning to imagine how little utility—and compassion—there would be in a skinless cat, and feel further drawn into the story.

The authors proceed to point out why the complication they've raised is of *concern*. They note that the cat skinning literature, with its increasing emphasis on process over outcome, has become divorced from the real-world considerations of people and cats. The authors have now set the table; the reader is primed and ready to learn the authors' *course of action*—how they plan to solve the important complication they've introduced. The authors proceed to describe that course of action, which involves developing criteria for assessing different approaches to cat skinning and for deciding how and why cat skinning would even be called for. Finally, the authors give us well-reasoned arguments about how their approach, which ultimately throws into doubt the whole idea of cat skinning equifinality, is an important *contribution* to the literature.

¹ Lange, D., & Pfarrer, M. D. (2017). Editors' Comments: Sense and Structure—The Core Building Blocks of an AMR Article. *Academy of Management Review*, 42(3), 407-416.

² No cats (or catfish, to which the idiom actually refers) were harmed in the making of this article.