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Legacy: Professor Slawomir Magala (Slawek)

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Abstract

Purpose – Professor Slawomir Magala is a full professor of Cross-Management at the Department of Organization and Personnel Management in Rotterdam School of Management (RSM), Erasmus University (RSM, 2015). His education stems from Poland, Germany and the USA, and has taught and conducted research in China, Egypt, Kazakhstan, Croatia, Estonia, the United Kingdom and Namibia. He is a former Chair for Cross-Cultural Management at RSM and has achieved many things, from being editor-in-chief of the *Journal of Organizational Change Management (JOCM)*, to receiving the Erasmus Research Institute in Management (ERIM) Book Award (2010), for *The Management of Meaning in Organizations* (Routledge, 2009). It has received honors for being the best book in one of the domains of management research. It was selected by an academic committee, consisting of the Scientific Directors of CentER (Tilburg University), METEOR (University of Maastricht) and SOM (University of Groningen). All these research schools are accredited by the Royal Netherlands Academy of Arts and Sciences (KNAW). The paper aims to discuss this issue.

Design/methodology/approach – This is a review of Professor Slawomir Magala's contributions as editor of *Journal of Organizational Change Management*.

Findings – Slawomir (Slawek) Magala will be known for many contributions to social, organizational, managerial research, and it will be remembered that he has created a great legacy in the field of cross-cultural competence and communication on processes of sense making in professional bureaucracies. He has authored and co-authored many publications including articles, books, professional publications, book contributions and other outputs, and is an established professor of cross-cultural management at the Department of Organization and Personnel Management in RSM, Erasmus University. He will be known for his work as editor of *Qualitative Sociology Review*, and one of the founding members of the Association for Cross-Cultural Competence in Management, not to mention the *Journal of Organizational Change Management*. Many of his articles have appeared regularly in leading refereed journals, such as the *European Journal of International Management*, *Public Policy*, *Critical Perspectives on International Business* and *Human Resources Development International*. His greatest legacy is in the field of cross-cultural management, but branches out to many other management studies.

Research limitations/implications – The research is limited to his work in capacity of editor of *Journal of Organizational Change Management*.

Practical implications – This review provides a guide for positive role model of an excellent editorship of a journal.

Social implications – Magala's legacy acknowledges this research and its power to create numerous papers and attract a lot of attention (Flory and Magala, 2014). Because of these conferences, these empirical findings have led to disseminating the conference findings with *JOCM* (Flory and Magala, 2014). According to them, narrative research has become a respectable research method, but they also feel that it is still burdened with a lot of controversies on with difficulties linked to applying it across different disciplines (Flory and Magala, 2014).

Originality/value – The review covers the creative accomplishment of Professor Magala as editor.

Keywords Change, Leadership, Editorship, Change management

Paper type General review

Introduction

Professor Slawomir Magala's recognitions include the professional functions, like being the Editor-in-Chief of *JOCM*, or serving as panel member of Academy of Management and honorary social functions like being a member of the Board of Directors for RO Theater Foundation Rotterdam (2004-2012). He has been a member of Erasmus Research Institute in Management (ERIM) since 1999, and is the co-founder and associate editor of *The Qualitative Sociology Review*. Not only is he one of the founding members of the International Association for Cross-cultural Competence in Management, but is responsible for the creation of one of the largest research communities within the Academy of Management, the Critical Management Studies, which originated in a paper presented by Mats Alvesson and Huigh Willmott at an international congress about "Critical Theory and the Sciences of Management" in Rotterdam in 1988.

His has authored over 500 publications including 300 scholarly publications. Some of his works include books like *Cross-Cultural Competence* (Routledge, 2005) and *The Management of Meaning in Organizations* (Palgrave Macmillan, 2011). Many papers had been published leading refereed management journals or as chapters in books (for instance *Routledge Handbook of Cross-Cultural Studies*, 2015).

Professor Magala's research involves cross-cultural competence, communication and sense making processes in professional bureaucracies. He centers his expertise in emerging markets, human resource excellence and sustainable RSM, with his most recent work in educational projects on cultural identity, brokering knowledge and cultural sustainability of institutions. As editor-in-chief, Magala has published many editorials throughout the years, which support his legacy and his teachings. In the following section, I discuss some of his past editorials, as well as more recent ones.

Starting with some of his earlier editorials, in 2006 Slawek Magala wrote about organizational change being one of the unchanging one of the facets of most organizations. He reflects on change emerging as focal point in multi-models of organizations. He points out that organizational change is good for rejuvenating institutions and redefining specializations (Magala, 2006; *JOCM*). He reflects on qualitative and quantitative paradigms as being fillers to gaps in actionable knowledge caused by organizational change. According to him, as these gaps become visible, they are being described in terms of one of the rival paradigms are then easier to fill utilizing these paradigms in designing and guiding organizational change (Magala, 2006).

Another facet of Magala's interests can be glimpsed form his endorsement of the work of Ed Vosselman and Jeltje van der Meer-Kooistra, which focus on boundaries of contemporary business in the context of flexibility, variable networks of outsourcing and cooperative networks based on transactional relationships and calling for new managerial control, while trying to understand how a transition to a trust-based pattern emerges on a bureaucratic control model (Magala, 2006). Magala has also published Linda Twiname, Maria Humphries and Kate Kearins, who focus on the nature of running organizations in a more "lean and mean" way, specifically in the example of a manufacturing company (Magala, 2006). He supports them in their antenarrative (Boje, 2001) analysis of employees that remain in industry, after the manufacturing company reduced permanent personnel and hired temporary employees, creating sources of conflict. Following their research, Magala supports their interpretation of the research and "microstorias" of these employees who remained in the manufacturing company, but created conflict in these people when reconstructing their flexible work arrangements. He seems to support this methodology in which those employees left behind, with fixed salaries but increased

and flexible work tasks and arrangements have deteriorated the employee's quality of working life and accumulated hidden human costs of using temporary labor (Magala, 2006).

Slawek Magala's legacy is linked to our changing views on change management and our growing awareness that leaders need to step aside from their busy lives and surroundings, and reflect on the social life happening outside their companies, leading us to believe that change management is good and will work, if managers take the time to slow down and make sense of what they are busy with (Magala, 2009). He indicates that there is ample amount of research and there are available consulting professionals who can provide training and coaching to these managers, if they are willing to slow down and accept the help (Magala, 2009). He takes an example of research done by Shin-Yung Hung, Charlie C. Chen and Wan-Ju Lee, who studied 508 hospitals in Taiwan, on how managers try to make sense about meeting the difficult requirements of these professionals, meet the demand for specialists and generate applicable, actionable knowledge (Magala, 2009). The research that they provided was an empirical investigation on how these hospitals moved toward a more technological facet, acknowledging that utilizing e-learning, as a standard-based organizational learning system, helped them became pioneers in knowledge and hospital staff skills (Magala, 2009).

Judging from the papers selected for publication in *JOCM*, Magala follows the work of Victor Dos Santos Paulino's paper, which adopts an ecology approach to Hannan and Freeman's understanding of change, and who point that with change comes risks and dangers of evolving (Magala, 2009). This is an example of how high-reliability organizations face paradoxes, because of the industry they are in and how they have the pressure of being innovative, but have the constraints of being protective for the purpose of safety and to prevent lethal changes (Magala, 2009). Being able to increase the manager's ability to tell the difference and notice when risks go down, to either overcome resistance to change or acceptance to protective measures, is what Magala supports in Victor Dos Santos Paulino's research. Following the research on resistance to change matters.

Likewise, Magala published the work of Alfons H. van Marrewijk who had been studying spatial aspects of organizational change and investigating corporate headquarters as physical embodiments of organizational change (Magala, 2009). Marrewijk's research hinges on the changing styles of corporate headquarters' architectural designs reflecting cultural changes (Magala, 2009). On an individual employee spectrum, Magala follows the work of R. Michael Bokeno who views organizational learning as emancipatory, relies on the concept of Senge's "personal mastery" and tries to understand organizing processes in the light of Marcuse's idea of radical subjectivity (Magala, 2009). We are also invited to follow the research of Yi-Chia Chiu and Yi-Ching Liaw's on organizational slack, where they feel that this slack should never be eliminated, because any forthcoming challenge is easier if organizational slack offers hidden reserves (Magala, 2009). Although most of the authors published in *JOCM* follow quantitative methodology research, they appreciate the necessity to include qualitative inquiry in the knowledge, which they feel builds up to salient managerial decisions about a "just measure of slack" (Magala, 2009).

As a researcher and teacher Magala exerts a kind of influence in the field of cross-cultural management and has produced various articles in this field. Another facet of Slawomir Magala's legacy is shown in an article he published in 2010, where he talked about complexity, reflexivity and changeability. Focussing on the academic

community and saying that most professional communities of practice have a low level of reflexivity, he claims that once this happens a sort of my fault atonement ritual occurs (Magala, 2010). He continues by stating that because of this, we tend to search for a cure in different ways, concluding that we begin to know how standards of fairness are being negotiated and emerge from the chaos of clashes, power struggles and ideological confrontations, which according to him, does not prevent successive waves of critiques based on the discovery of a far too low level of self-reflection and reflexivity (Magala, 2010).

With changeability, Magala acknowledges the work of Karen Baker who devotes attention to facilitating unlearning practices during implementation of new technology, being interested in prior knowledge and establishing mental models which might be detrimental to the attempts to learn, develop and change, which he feels that learning and unlearning belong to the cultural evolution of human organization (Magala, 2010). This prompts publication of the work of Anthony Hussenot and Stephanie Missioner who tackle a deeper understanding of evolution and the concept of mediation object in organizational process, which focusses in tracing and analyzing interactions, associations and objects in the evolutionary perspective (Magala, 2010). These authors demonstrate this using the Actor-Network Theory in which they explain how evolving objects help actors structure their projects, interactions and activities, which Magala seems to approve and ask his readers to follow. Continuing his interest in changeability, Magala supports Stephanie C. Reissner's work on "Change, meaning and identity at the workplace," Reissner compares the processes of organizational learning and change in three manufacturing companies, and does this by using the methodology of narrative interviews. This work focusses on self-esteem and the awareness of one's own worth linked to the reconstruction of a past and a future from the point of the present shifts in his or her self-evaluations, and follow attempts to adapt, enact new behaviors and invent new meanings (Magala, 2010).

Magala continues following complexity and the work of Brad S. Long's and Jean Helms Mills' "Workplace spirituality, contested meaning, and the culture of organization: a critical sense making account" (Magala, 2010). Here the authors conclude that a workplace, as compared to family, church and civic society, is placed more centrally and systematically in our lives. They are placing its role at the present stage of evolution of human societies in a more central position (Magala, 2010). These authors remind us that their concept does not prepare us well for the manipulative and Machiavellian uses of workplace socialization practices, and therefore set off to provide an alternative in the critical workplace spirituality approach (Magala, 2010). According to them, this approach unites people around values of humanity, equality and liberation, and would hopefully result in an elevated social consciousness, which is necessary to reconstruct the workplace in a manner that challenges the structural inequalities, exploitive tendencies, unsustainability and marginalization produced by modern managerial practices in the pursuit of material gain (Magala, 2010).

This leads me to another of Slawek Magala's legacies and his interest in one of my own passionately investigated fields. Magala's interest in storytelling and sustainability has been also a shared passion of mine for some time. His article on storytelling and sustainability (editorial reflections of business and rhetoric of change management), which he published in 2011, positions sustainability as not only in the sense of remaining in ecological balance with the natural environment, but leaving a smaller footprint for the next generation to condemn, and in a sense of legitimate, defensible, acceptable social desirability and fairness (Magala, 2011c). He discusses the aftermath of the

2008 crisis of world capital markets and management of inequalities becoming more difficult, by utilizing examples of dictatorships crumbling, old democracies having to wake up from their institutional paralysis (Magala, 2011a, b, c). He reminds us that societies reinvent themselves through political actions, which do not respect institutionalized parties, and that cultures do it through communicative actions, which ignore state secrecy and will be less and less compatible with democratic politics and participative communications (Magala, 2011a, b, c).

Dr Magala's legacy on this subject is confirmed and supported by my work and that of a colleague Ken Baskin, where we discuss the three types of enchantment; enchantment by design narratives vs enchantment by emergence, distinguish between the enchantment by design systematically managed by top managers and bottom-up enchantment emerging out of individual relationships and communications (Magala, 2011a, b, c). He supports our suggestion of storytelling activities in order to understand how disenchantment is opposed, therefore enriching future manager's repertory of narrative instruments for organizing and sense making (Magala, 2011a, b, c). His bequest on our empirical research in the organizational settings of hospitals we studied, was never disenchanted because enchantment resides in many living storied spaces (Magala, 2011a, b, c).

Exploring the rhetoric, Magala backs the work of Onno Bouwmeester and Ruben van Werven, who expanded on living storied spaces and focussed on legitimizer consultants. He acknowledges that these consultants have to counter negative expectations of employees, who tend to see them negatively as justifying the top management's decisions under the mantel of subtle methodology, and with the most intimate secrets of the organization they were hired for (Magala, 2011a, b, c). His legacy of critical thinking is clearly visible in supporting their research, in which they believe that consultants should behave and report in as transparent manner as possible in order to acquire an image and a reputation of "sufficiently impartial legitimizers" and to increase the quality of rhetoric practices used in justifying managerial decisions in work organizations (Magala, 2011a, b, c). Magala concludes that the call for sustainability of cross-cultural research limericks the understanding of the concept of fairness-flavored sustainability, and might be the pattern of future trends (Magala, 2011a, b, c).

In another article, Magala's legacy entails understanding the contrasting belief in what he likes to call "business as unusual." He illustrates this unusual business in comparing attempted comments, synthesis and analytical insights of editors-in-chief, who are browsing papers in stylistically attractive and intellectually stimulating verbal form, which alone is not accurate and does not suffice (Magala, 2011a, b, c). He believes to detect a shifting ground of attempts to communicate, to all who will listen and read what we know about developments in research of our focal areas (Magala, 2011a, b, c). One reason he considers this is because of the besieged notion of research papers as entities which should be refereed, blindly reviewed and pre-emptively selected. He feels that most people do not accept the way professors think and speak and try to impose on others (Magala, 2011a, b, c). He continues suggesting that the growth of creative commons prompts some colleagues to suggest that we should perhaps move toward the more open procedure, in which reviews will become either praises or critiques, but will be delivered *ex-post*, not *ex-ante*, and only after the research papers have been reviewed by everyone (Magala, 2011a, b, c). He quickly points out that this idea might be ridiculed, but compares it to the progress women have made in professional bureaucracies, politics and academics. If they broke down when laughed at, if they had not persisted with their ideals, they would not have reached a better position, they would not come closer to gender fairness (Magala, 2011a, b, c).

Magala continues by pointing out two things; first, that many experts are under fire and that peer review systems may not survive World Wide Web transparency. Second, he feels that just because we might think we are being critical and self-critical in our trained self-reflection, the rest of the world might not. He continues mentioning a worldwide critique of the pro-establishment bias and the growing awareness of another knowledge, which is not monopolized by the best, the brightest, the most powerful and the most efficiently commercialized (Magala, 2011a, b, c). In other words he is saying that we should not be forced to limit ourselves to the best-known cases in point, because of the bio-piracy that exists in seed copyrighting and the pharmaceutical industry. He continues saying that the cases like basmati rice have forced us to rethink the way in which our knowledge grows. This is applied to the solution of problems and allows different stakeholders to draw different benefits (Magala, 2011a, b, c). Because of this, he feels that there is no escaping the issues of global justice and fairness, and that fair trade initiatives are just a tiny prelude to the growing music of chance in shifting global order. Magala uses the example of Western commentator's attitude toward China's African economic expansion and of the relocating of the most polluting industries to Africa, posing the question if it is a symptom of progress or a confirmation of the low rank of the black continent, which is inherited by the forthcoming economic superpower of China (Magala, 2011a, b, c).

In this context of neocolonial or postcolonial awareness, Magala follows the work of Oana Catalina Lederan and three of her colleagues on "Cognitive representations of institutional change: similarities and dissimilarities in the cognitive schema of entrepreneurs," Their study followed Romanian entrepreneurs, who were interviewed before Romania ascended to the EU (half of them) and (the other half) afterwards (Magala, 2011a, b, c). The idea behind the research was that the influences of an institutional change, upon actual actions undertaken by individuals, are never direct. Oana and her colleagues revealed that the influence was filtered by what they call "cognitive schemas," images, representations and ideas. Their discovery of an increase in richness, diversity and variety of cognitive schemes, after changes were implemented by the EU, is yet another reason why Magala follows this research and why he incorporates this into his legacy.

In his choices, Magala included also papers of Frederick A. Starke and his colleagues who devoted their attention to "Exploring archetypal change: the importance of leadership and its substitutes," in which they discovered the "organizational afterlife" of a change agents agenda (Magala, 2011a, b, c). Their research revealed that a well-functioning management information system neutralized the leadership influences, and the self-managed and self-created interpretative schemes of the employees accomplished the rest. This was proven in their research when a small manufacturing company's leader, major change agent and the company's strongest advocate, left the company. The change only occurred after he had left and a previous supervisor, who was against the changes, took over (Magala, 2011a, b, c). Magala's legacy includes an assumption that mid-managers and employees are (Might be? Should be?) more important than leaders would like to think.

Magala also follows the work of Toke Bjerregard, which reflects on institutional work in organizations. His research branches into the knowledge we gain in applying ethnographic methodologies, and what we should do in order to detect their implications for our understanding of the processes of maintaining, changing and disrupting institutions (Magala, 2011a, b, c). Slawomir Magala also follows the work

of Anna A. Lupina-Wegener, Susan C. Schneider and Rolf van Dick in their study of "Different experiences of socio-cultural integration: a European merger in Mexico." They are interested in various aspects of integration from the point of "shared identity building," in which the development of a deep-structure identification wherein the new identity becomes incorporated in the identities of the employees rather than just having common interests with the organization, and can only be possible if differences in the perception of the integration process are taken into account (Magala, 2011a, b, c). With this, Magala asserts that the cognitive life of employees matters more than managers' suspect or account for in their persuasion.

This conclusion leads Magala to agree with Giovanni Azzone and Tommaso Palermo's work, in which they feel that "Adopting performance appraisal and reward systems: a qualitative analysis of public sector organizational change" also matters (Magala, 2011a, b, c). He also agrees with Patricia Wolf, Ralf Hansmann and Peter Troxler apoproving of their methodology of "Unconferencing as method to initiate organizational change," which was developed as a case study on reducing CO_2 emissions of a Swiss university. This research involved participatory observation, narrative and problem centered interviews, participant survey and documentary check-up (Magala, 2011a, b, c). With this research, Magala referenced unconferencing to be a little comical, when making use of performative methods like video films, audio recordings, posters and other visuals and graphics, calling it – perhaps a bit with a tongue in cheek – a professional bureaucracy as a theater stage (Magala, 2011a, b, c).

Last, Magala draws attention to Jo A. Tyler's work in a quantitatively dominated professional environment, in which "Reclaiming rare listening as means of organizational re-enchantment" focusses on active listening and tracing the way in which active listening had been subjected to deformations, co-optations and control mechanisms (Magala, 2011a, b, c). He follows with a suggestion that Joe A. Tyler would like to reclaim are listening from the territory of calculated and observable skill (Magala, 2011a, b, c).

Slawomir Magala's legacy continues with his 2011 editorial postscriptum, in which he credits three basic types of research presented in *JOCM*. First he starts with Barbara Czamiawska's conceptual paper, which compares the handling of the oil leak in the Gulf of Mexico and the accident in a coal mine Copiapo in Chile, to what she calls unexpected side effects of power struggles and hierarchic professional bureaucracies as the dominant form of organization (Magala, 2011a, b, c). With this research, he feels that she has stumbled upon a major discovery in managerial studies, in which these unexpected side effects are the norm and the usual choice is unfortunately being made between priorities in hierarchal organizations. She discloses two actions, one as "performativity" which she describes as the hidden weapon of managerial mass destruction of employee autonomy and defines it as linked to effective, if not always efficient action (Magala, 2011a, b, c). The other action she describes as "responsibility," which does not fare well either, because she feels it serves more as an mechanism of assigning blame and less as a guide to prompt effective action (Magala, 2011a, b, c). Slawomir Magala feels that her contributions are cutting edge in the qualitative research field and managerial theory, and this decisive approval and theoretical endorsement is yet another facet that contributes to his legacy.

The second study involves the emergent attempts to reform health care and education. Magala follows the empirical work of Velma Lee, Frank Ridzi, Amber W. Lo and Erman Coskun, who studied the changes made after the introduction of the Obama-Biden health plan from the point of the team learner style (Magala, 2011a, b, c).

In their conclusion they revealed that a learner ratio that favors convergers and assimilators over divergers and accommodators may be the most effective staffing strategy for change leadership teams in the health environment (Magala, 2011a, b, c). In part, Magala tries to voice a cautiously optimistic feeling that the health care reform in the USA stands a chance of success.

The third type of research follows the adaptive systems approach, which is an attempt at a synthesis of cutting edge theory in managerial sciences. This work by Ellen Baker, Melanie Kan and Stephen T.T. Teo focusses on "developing a collaborative network organization," which allow a view of a multilevel analysis and grounded theory approach, especially in the running of public bureaucracies (Magala, 2011a, b, c).

Slawek Magala's legacy will also include reference to another article he created in 2013 on trust and humans. The article "A few remarks on trust and humans," links recent organizational, managerial, behavioral and cognitive studies to the issues of trust viewed from the point of the employee and that of a specific institutionalized and functional part of the managerial team in the professional organizations (Magala, 2013). He references the work of Roy Smollan "Trust in change managers: the role of effect" and Llandis Barratt-Pugh, Susan Bahn and Elsie Gahere's work on "Managers as change agents: implications for HR managers engaging with culture change" (Magala, 2013). Magala's attention leads us into Roy Smollan's investigation of employees who come to trust or distrust their managers and the emotions that arise. In his research, Smollan points out that employees that trust their managers' abilities tend to feel positive, showing benevolence and integrity and those who distrust their managers tend to display negative emotions, which according to him are usually stronger and more intense than positive ones (Magala, 2013). Magala points out that Smollan tries to establish a red thread through his research of transparency, fair practices and ethical organizational culture, posing the question if these factors work for stimulating and sustaining commitment to organizational change (Magala, 2013). His findings articulated enough and proved his research to be correct. Magala mentioned how this research fascinated him because in similar cases we tend to condemn and speak of betrayal, dramatizing and constructing the Greek dramas in the daily settings of the organizations. He goes on to question if someone should study the symbolic resources of individuals and organizations, or the cultural capitals which enable us to dramatize, articulate and express our powerful sentiments under the guise of what he calls the theater of organizational dramas (Magala, 2013).

In Llandis Barratt-Pugh, Susanne Bahn and Elsie Gahere's research, Magala acknowledges their study on the role that HR managers should partake, in a large merger of two sizeable public bureaucracies (Magala, 2013). He discusses the author's interest in the organizational change and the cultural resources employed by the HR sections of public bureaucracies in order to "orchestrate" a cultural change (Magala, 2013). In their research, they ask what actions accelerated the change process and which actions did not, basing their analysis on a dynamic model of culture and organization, and mentioning that a merger entails a destruction and reconstruction of an organizational culture, which leads to what they feel is emotional confusion (Magala, 2013). They go on asserting that the HR department should not just be a first aid station, but should serve more as a managing out-placements and traumatized employees, and urge HR managers to be more proactive (Magala, 2013).

He continues by acknowledging the feeling of emotional distress also, which was aforementioned in the research above, and compares it to a couple of theoretical

perspectives on organizational change, including agency theory and behavioral process theory (Magala, 2013). According to Magala, managers had a direct influence on all the agencies of change, and could determine additional duties to delegate, which secondments, transfers, promotions or position changes to initiate, and which acting positions to advertise for their area, despite the existing job descriptions within the public service organization (Magala, 2013). In his legacy, Magala concludes that HR departments should not be content with regulatory enforcement, job description fit measurements and exit seminars, but should go for collaborate reflection, which could help identity, reinforce and use the informal agencies of change (Magala, 2013).

Slawomir Magala, along with co-author Marja Flory, developed a foreword in 2014, which adds to his legacy on the issues of rhetoric and narratives in all brands of social communication (Flory and Magala, 2014). They credit two powerful impulses in attracting academic attention; the first being the multimedia explosion, which they confirm was prompted by powerful servers, and the second as being the global communication networks, with the ability of communicating citizens to oppose a bureaucratic closure of virtual online commons (Flory and Magala, 2014). They use Manuel Castells publishing *Communication Power*, which they confirm as the most powerful theoretical manifestation of new theory of power and ability to conquer and defend a dominant position in designing, maintaining and managing the communication network (Flory and Magala, 2014). They credit Eduard Bonet as the Founder of the Bi-annual Conference on Rhetoric and Narrative Methods, which Marja Flory co-edits and where Slawomir Magala is a keynote speaker. Magala's legacy acknowledges this research and its power to create numerous papers and attract a lot of attention (Flory and Magala, 2014). Because of these conferences, these empirical findings have led to disseminating the conference findings with *JOCM* (Flory and Magala, 2014). According to them, narrative research has become a respectable research method, but they also feel that it is still burdened with a lot of controversies on with difficulties linked to applying it across different disciplines (Flory and Magala, 2014).

In conclusion, friend and colleague Dr Slawomir (Slawek) Magala will be known for many contributions to social, organizational, managerial research, and it will be remembered that he has created a great legacy in the field of cross-cultural competence and communication on processes of sense making in professional bureaucracies. He has authored and co-authored many publications including articles, books, professional publications, book contributions and other outputs, and is an established professor of cross-cultural management at the Department of Organization and Personnel Management in RSM, Erasmus University. He will be known for his work as editor of *Qualitative Sociology Review*, and one of the founding members of the Association for Cross-Cultural Competence in Management, not to mention the *Journal of Organizational Change Management*. Many of his articles have appeared regularly in leading refereed journals, such as the *European Journal of International Management*, *Public Policy*, *Critical Perspectives on International Business* and *Human Resources Development International*. His greatest legacy is in the field of cross-cultural management, but branches out to many other management studies.

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