Content Analysis… Musings, Application, and Images

ANNE D SMITH

UNIVERSITY OF TENNESSEE KNOXVILLE

After applying a dictionary, what about the other words?

- From Short et al.'s Table 1 Word list of entrepreneurial orientation

- Inductively developed 6th dimension: fit in one of the 5 dimensions? A stand-alone category? Divided into 2 categories?

| Additional inductively derived words	Advanced, advantage, commercialization, customer-centric, customized, develop, developed, developing, development, developments, emerging, enterprise, enterprises, entrepreneurial, exposure, exposures, feature, features, founding, high-value, initiated, initiatives, innovations, innovative, introductions, launch, launched, leading, opportunities, opportunity, originated, outdoing, outthinking, patents, proprietary, prospects, prototyping, pursuing, risks, unique, ventures

After creating a dictionary, mechanism to share?

- ► McKenny and Short's free Catscanner software houses many dictionaries: EO, organizational virtue orientation, ambidexterity, market orientation…

- ► Do we need an online place to house dictionaries for free use and refinement?

- ► Like the RMD Measure Chest?

Do we consider relationships between dictionary categories?

- Do some categories seem to precede others? Inference of causality?

- Do some categories seem to co-occur with others? Inference?

EO: Autonomy → EO: Risk-Taking
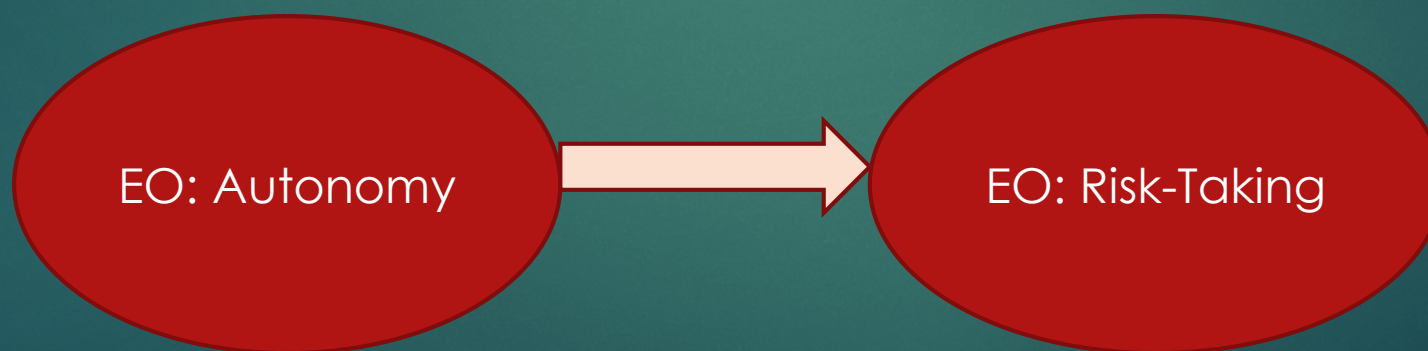
Content analysis …..words and beyond

- **Most research utilizes text/words**:
- **Interviews with research subjects: Exceptional Middle Managers**

- **Beyond Words**:
- **Photographs taken by research subjects: Freshman Course**

Interpretive Qualitative Content Analysis: Exceptional Middle Managers

- First project I completely relied upon CAQDAS
- Turning point to interest in Practice and Photographs

- Results in:
- Anne Smith, Donde Plowman, and Dennis Duchon, "Everyday Sensegiving: A Closer Look at Successful Plant Managers," 2010, Journal of Applied Behavioral Science, 46 (2), pages 220-244.
- Anne Smith, Donde Plowman, Dennis Duchon, Amber Quinn, "A qualitative study of high-reputation middle managers: Political skills and successful outcomes," Journal of Operations Management, 2009, 27(5), pages 428-443.

Key Questions

What do middle managers do to achieve organizational outcomes? Why are they successful?

Middle Management: A lot we know …

- Their upward influence on strategy –Floyd and Wooldridge body of research
- Their importance to strategic renewal – Burgelman, Kanter, Mintzberg & McHugh
- Their critical role during radical, dramatic change – Huy, Balogun, Currie & Procter, Rouleau.
- **Yet, what do middle managers do to implement strategy in a non-radically changing corporate context.**

Methodology

- High-reputation middle managers:
  - Plant managers of award winning plants or suggested plant managers from 11 award winning plant managers.
- In-depth interviews and observation in field setting.
  - Open questions (with probing); Keen eye on DAILY activities of managing (practices)
- CAQDAS to identify patterns in the 150 pages of transcripts.
  - Multiple coders,
  - First order findings – WHAT dimensions from transcripts (frequency of occurrence across 11 managers)
  - Second order finding – WHY these dimensions are associated with success? Alternate templates for theo connections.

Table 2
Dimensions of high-reputation plant managers: case evidence.

High-reputation plant managers	Cases which reflect this aspect	% of cases
Individual level		
Dispositional traits		
Self-motivation	1, 2, 4, 6, 9–11	64%
Sense of humility	1, 3–5, 7, 8, 11	64%
Affability	2–4, 7–11	72%
Interpersonal level		
Leadership behaviors		
Creating accountability	1–11	100%
Leading by example	1–3, 6, 9, 11	54%
Developing a trusting culture	1–11 (different aspects of trust)	100%
Group level		
Micro-processes of managing downward:		
Crafting stretch goals for operations:		
Long-term view of operations	2–5, 7–11	81%
Linking stretch goals to operations	3–5, 7–9, 11	63%
Influencing and learning from below:		
Managing signals and symbolic gestures	1–11	100%
Formal unidirectional communication	1–11	100%
Informal two-way communication	1–5, 7–11	91%
Empowering direct reports:		
Selecting new team members	1–11	100%
Managing team processes	1–11	100%

► I don't think you can lead a plant from the top down. You got to have the inputs from the people, you know....And that's why it's...it's... it's very important to, uh, you know, take specific recommendations, implement them, you know, give people credit for having....for coming up with the recommendation,

► I do a lot of one on ones [discussions]. I think that is a great way to get people that feedback, build that connection with them, uh, you know, let them give you information that they need to give you, so I probably spend...3 hours a day in one on ones....connecting with people at all levels.

Um, I actually go sit in a circle. Have you read about that....standing in a circle? … Basically you go out and pick a spot and stand there for an hour and observe. It's amazing what you see. (laughs) … If you stop and stand and watch, you see a lot. You see ways to improve, ways to get better ...You see the problem, you fix it. Don't pass it off on somebody else … I try not to ruin my clothes. My wife gets really mad. (laughs) "You get grease on them," She said, "I thought you were the plant manager?", and I say, "That's true but I get my hands dirty every now and then." But basically it's what we try to do is you see a problem, don't push it off.

Two-Way Communication with shop floor, first line supervisors


- Planned lunches in cafeteria (Case 7; 15-20)

- Birthday lunches for month (15 random draw) (Case 3)

- Schedule one-on-one meetings (Case 1)

- Talk to everyone of my people every day (Cases 2, 5, 10)

Why are these traits and processes associated with successful middle managers?

- These traits and processes are similar to politically skilled managers. Politically skilled managers have been linked to successful outcomes (Ferris body of work; Lui *et al*. 2007).

- Power is used to obtain positive results, but not through overt means. Rather power is accumulated through repeated actions and influence over time by the middle manager through relationships formed within the organizational unit.
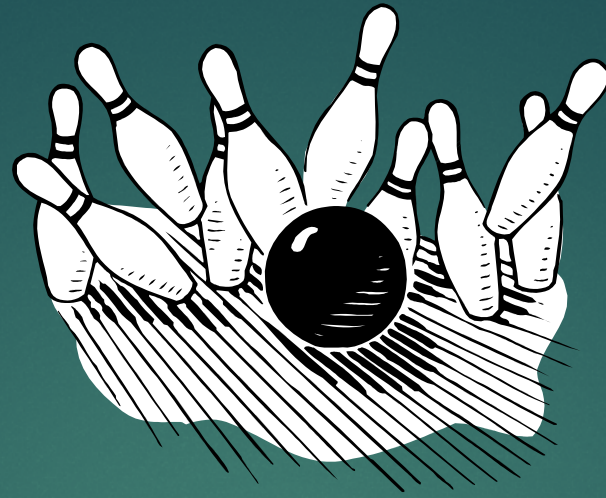
I talk to everyone of my people everyday. ....I like to get out and talk with them ... how did you do at the bowling tournament last night? We have one guy out here that holds the Tennessee state record in bowling. Put through a game series. It's interesting, the people....

Open to give/receive feedback

Every now and then, I take my digital camera and I go out into the plant and take some pictures. I put them on PowerPoint and put notes on there, sarcastic comments on some areas of the plant that need to be cleaned up, and send the file out and let people look at it. And of course, they will …..say, "Look what Herb saw. (laughs) Get this cleaned up. (laughs) How did this happen?"

Photographs in Field Research and Content Analysis

- ▶ Helps you remember
  - ▶ Initial impressions captured
- ▶ Helps you see patterns
- ▶ Helps you compare across cases and time
- ▶ Helps to connect with people in field.
- ▶ Connect image to text to further clarify, provide context for words.

When photographs in qualitative research?

- When objects matter – so Strategy as Practice applications with primacy of objects-in-use

- To hear the voice and see the photographs of research participants. PHOTO ELICITATION

- See Meyer et al., Annals 2013 for research agenda for photographs in research

Analyzing photographs:
Adapted from Collier & Collier:

1. Look at photographs as a whole, listen to subtleties, connect and contrast patterns. Write down all questions the data bring to mind

2. Log the evidence – what is in photograph?

3. Code themes that are linked to research question and emerge beyond the physical artifacts … linking to interview data/themes or creating themes

4. Look at patterns within and between cases

5. Interrogate data for emerging themes.

Sensemaking of an Institution

- Three year data collection of first semester freshman
- Story through Pecha Kucha – 20 photographs, 20 seconds of narration per photo
- "How I made sense of my transition to college"

- QDA Coding:
- Several types of coding efforts–
  - First order: objects, places, people
  - Second order: emotions, personal characteristics, activities, college life
  - Hyperlinking interview or narration of presentation to images and back.

STUDENT IRBA

CODES

CODE:

- organizer or planner document
- parking structure
- **Emotions**
  - **Homesick**
  - **Sad**
  - **Happy**
  - **scared**
  - **comfort**
  - **relaxed**
  - **Uncertainty**
  - **Impatient**
- **Personal characteristics**
  - **Determined**
  - **Religious**
  - **Humor**
  - **Outgoing**
  - **studious**
  - **artistic**
  - **clean and organized**
  - **big dreams ambitious**
  - **seek comfort**
- **Places**
  - **high school**
  - **home**
  - **bedroom at home**
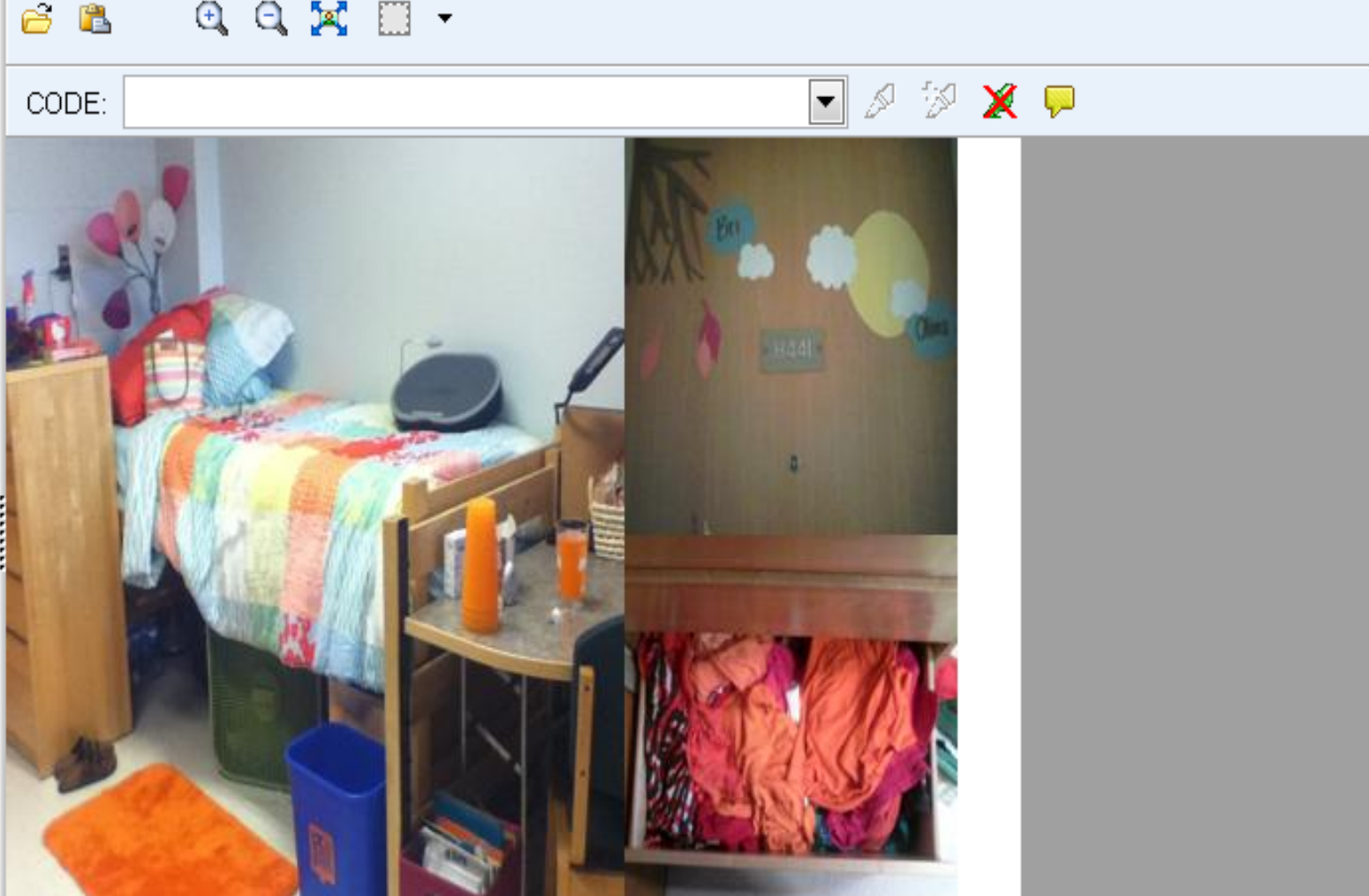
clean and organized

dorm room

books

CODE: going home during semester

roommate in particular
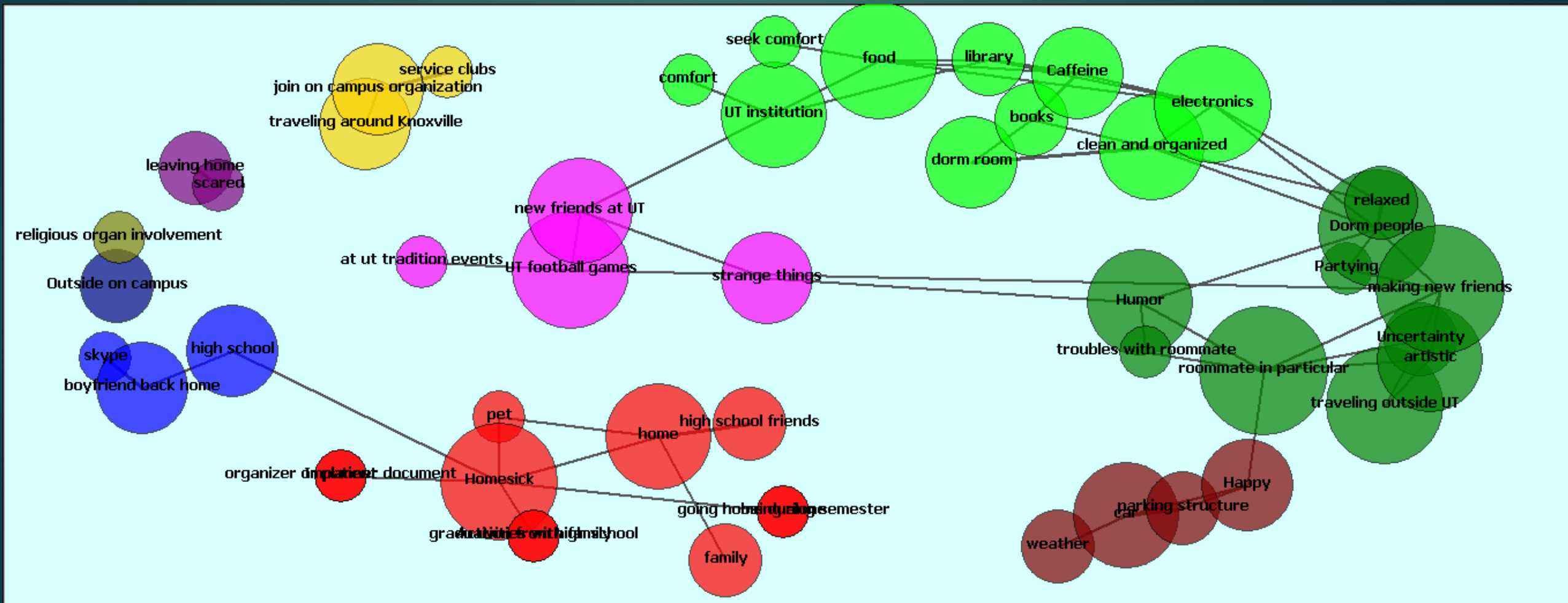troubles with roommate

Category: college life
Code: troubles with roommate
Date: 8/4/2013
Coder: Admin
Link: A location in a document

Comment: see interview 1 discussion of this as a low moment

troubles with roommate

Report Functions after Coding completed

▶ Hyperlink between images and interviews & text of presentation

▶ Code retrieval – image by student

▶ Code Frequency –number of times a code placed on student photo and see frequency with cloud; graph/pie…..

▶ Code co-occurrences – which codes are found closer together

Connections among codes

Thank you!