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Title

Writing and publishing qualitative research: Some basic advice for early career scholars

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INTRODUCTION

The purpose of this working paper is to set out some useful guidelines for early career scholars seeking to write and publish qualitative research in the related fields of entrepreneurship and family business. This paper is primarily intended for scholars in the fields of entrepreneurship and small business but some of the advice may be valid for other disciplines. This piece is written in a naturalistic and friendly tone. This paper came about as a result of being invited to give advice to PhD students at Aberdeen Business School on this subject. In writing and disseminating this advice to peers, I do not seek to set myself up as an expert. I merely seek to offer advice on some techniques that have worked for me and may work for others. Other experienced scholars may well disagree with some of the advice and writing strategies, I propose and discuss. That is obviously their prerogative but the wise author learns from many sources. Some of the advice proffered is generic to writing for any academic journal. In many respects this paper is based upon a ‘stream of consciousness narrative’ as it embodies my personal experience based on six years of writing and publishing in the field of entrepreneurship. It must be stressed that there is no one best way or style of writing. As a scholar you must find a style which works for you and continue to develop your writing skills throughout your writing career.

There are three sections or activities dealt with in this paper. The first relates to finding yourself in your writing; the second to researching your market; and the third to getting organised and serious about your writing. As well as advice this paper suggests activities, or exercises, which early career researchers can practice and develop their writing skills. These activities can be done individually, or alternatively, in groups as part of writing or publishing seminars. The exercises are intended to be reflective.

ACTIVITY 1 – FINDING YOURSELF IN YOUR WRITING

Find your writing style
To be published repeatedly one must enjoy writing. Every one has a different writing style – they just have to find it for themselves. Having said this, even the best of authors cannot rely on only one writing style particularly in relation to qualitative authorship.
Qualitative writing is a very I-centric activity in which it is often necessary to adopt an auto-ethnographic voice. In autoethnography you can reflect and draw upon your own academic and life experience to provide anecdotes to back up assertions. However, this is not always the case, all of the time. Different writing projects come with their own restrictive framework such as an MSc dissertation, a PhD thesis, a book proposal or even a report format. In such formats even the most adventurous of writers cannot escape the tyranny of the expected. Thus one must often write to a formula and when trying to push the boundaries one must often pay a price. Similarly, when writing a quantitative paper or chapter it is necessary to follow the set of rules and procedures applicable to such work. But then even quantitative authors have to explain the machinations of their sums in clear English – so writing style is important to everyone. In quantitative papers sound objectives are required and the anecdotal is taboo! Nevertheless, the following advice is quite sound.

- Some writers write instinctively and can write at will. They can utilise spare minutes and the odd half hour.
- Others require set times and places and if their routine is disturbed they cannot concentrate.
- Yet others find writing difficult at all times and procrastinate or leave it till deadlines loom.
- Some need to plan an overview whilst others write fluidly.
- Some writers adopt a strict template and tend not to deviate from it. Such writers will start with a research question firmly in mind and build a paper around it section by section. Others adopt a ‘jigsaw’ approach and are happy building a paper as they encounter the constituent parts in their reading time.

There is no one best way of writing – no right and no wrong. For example, dyslexic individuals often find it difficult to write and read but they have superb analytical powers and can identify broad themes. Some people are mildly dyslexic and do not know this so there may well be underlying cognitive reasons for why you think like you do. Writers with such difficulties have to develop their own coping mechanisms. This paper does not consider these here.

This discussion is therefore based around helping you as an early career researcher to identify your personal writing style. It is never a good idea to seek to write like someone else you admire. Nevertheless, their writing can act as an inspiration to you to write to a similar standard.
Be honest with yourself before writing. Ask yourself why you are engaged in a particular writing a particular project. You may be obligated to do so by virtue of your studies or you may be passionate about the subject. You may want to publish in a particular journal for CPD reasons. However, remember you will find it difficult to research and write a paper if you are too busy with studying or teaching commitments. If you find you enjoy teaching or lecturing more than writing then concentrate on teaching. If this is the case then you may only want to write two or three papers a year during the summer months. I personally consider myself to be first and foremost a writer. I conduct research to enable me to write a paper or a book chapter. I enjoy conducting empirical research, but focus on the writing process because I have identified it as being one of my strengths. You may find that you are research focused but find writing a chore. If this is the case there are certain strategies that you can adopt to overcome this, such as writing articles about teaching and pedagogy. Alternatively, teaching cases may be your forte. However, without a sound piece of research it is difficult to publish. Good writing can mask a number of ills but it can never mask poor research.

Of course, this approach may be considered by others as being too idiosyncratic based around writing for pleasure. Most of us write because we want to, or have to report and disseminate or work. Others only write because they have to. There are ways to overcome this such as setting aside time to write creatively, or forcing oneself to write at least 1,000 words a day. Even experienced authors have to do this.

*Use your prior life experience and social capital to identify topics:* Not all research projects have to be of epic PhD proportions. I often use my prior experience and social capital to identify subjects worthy of writing a paper about. You can do the same. It can help you identify areas of expertise in which you are both knowledgeable and comfortable writing about. It is a common misconception that as PhD students you have to write only about the subject matter of your thesis. It can be helpful taking knowledge from your readings and applying it in a different context. It helps the thinking and analytical processes.

But again many scholars only want to write about something we know rather well! This is okay too because if you write outside your comfort zone you are unlikely to write with authority or passion!
**Learn to write with passion:** The first rule of writing is to write. I cannot stress this enough. If you do not enjoy writing and playing about with words then your forte may not be in writing and researching – it may well be that you enjoy teaching and lecturing more. There is nothing wrong with that providing you have identified this yourself. This will help you as a researcher because you will then have to only conduct research that interests you. It is difficult to find the passion in writing if you are not interested in the subject you are writing about.

It can be difficult to write with passion especially when writing about something prosaic like ‘The impact of standards on SME’s’ or some rather technical aspects of entrepreneurship. How can one learn to get passionate about such things? The answer lies in injecting passion through proficient writing skills; use of language; and writing styles. Good writing can inject passion into an article. Likewise, poor structure, or logic can drag down even the best of writing.

It helps to practice writing in different styles. A colleague recently enrolled on a creative writing course to improve her writing. Make sure you are familiar with writing in different ways

- First Person voice (as in I, the entrepreneur spoke);
- Second person narrator (as in I heard the entrepreneur speak);
- Third Party (as in the entrepreneur spoke).

These different styles can actually reflect the matter in hand, as much as being a personal preference. Indeed good grammar can dictate which tense and style must be used. Nevertheless, try these different styles out to see what works best for you. Read everything you can in the library about creative writing and learn about writing genres such as

- Epic
- Saga
- Heroic tragedy
- Eulogy
- Myth
- Fantasy

It will not be time wasted because it will give you an apprenticeship in writing. Avoid correspondence courses on how to write because these are usually aimed at writing for profit. You can learn most of what you
need to *learn by doing* and *by reading*. Read novels and biographies and make notes about what you like and why. Read newspapers and magazines to identify journalistic style. This advice may strike some as being absurd but many academics have also written a novel based on their research subject and this can help contextualise learned knowledge. Consult your supervisor before embarking upon such a piece of work to ensure the activity is related to your study.

In effect what we are doing by conducting such research is to familiarise ourselves with these different genres. But the key point to be taken is that one must learn (teach one’s self how to write. Thereafter one must understand oneself how these are done and importantly what *devices* and *techniques* other authors use, as well as why, how and when. In experimenting with your writing style you will if you are fortunate find your own ‘authentic’ voice. This is important because well written and published work should have more than technical prowess it should have a distinctive voice embedded within it which draws the reader in to the article. The tricky part is in finding it in your writing.

To write with passion you need to consider *writing spaces* and *making space for writing*. These are very different things. I write best in an environment where I know that I am comfortable and will have minimal disruption. As a PhD student that was home. Writing at a desk in university is a different environment. Find what works best for you. I need at least 2-3 hours identified before I can feel comfortable settling down to write. Enter into the mood of writing. I often play music in a repetitive loop.

Read the book on *Qualitative Research* by Wolcott (1990) it is packed full of sound advice on writing. Other must reads are Becker (1986) and Van Maannen (1988). The most up to date book on qualitative research is that of Myers (2009) who has chapters on writing and getting published. Also, see the ESRC writing workshop pdf on [http://bqpingmr.group.shef.ac.uk/workshop/Facilitators_Guide_6.pdf](http://bqpingmr.group.shef.ac.uk/workshop/Facilitators_Guide_6.pdf); and


Keep a diary or notebook to write down interesting trigger phrases you obtain by environmental scanning. You may well awaken and have a
profound thought that disappears by breakfast. You may hear a particularly profound phrase on television, or radio, which can then influence your way of thinking, or conceptualising in relation to your research.

It is often necessary to analyse your routine and set aside periods of time for writing and periods of time for reading. One fuels the other. Block off other periods of time for thinking and being with your family.

**Reflective Writing Exercises**

- Work individually and try and instinctively assess your individual writing style. Take an informed guess because no one knows you like you do. For example, ask yourself whether you are organised or disorganised.
- Having identified whether you are an Organised or Disorganised writer reflect on how this will affect your approach to writing. If working in groups compare notes.
- Disorganised writers do not need timescales, deadlines etc to keep them on track whilst organised writers do. This does not mean that disorganised writers are disorganised per se – they are comfortable with multiple projects and elastic deadlines.
- Do not worry if you do not know at this stage – it can take months or years to develop the ability to critically reflect upon your own writing.
- Identify different writing styles you have used from your own experience? Consider what is different about them and why? Then relate that to what you are currently doing?
- Journals have different house styles. So learn how to craft your article into one which looks like and reads like an article from that journal.
- It is helpful to deconstruct the writings of others – try it as an exercise. Consider what is good and what annoys you. One of the pitfalls of studying for a PhD is that we learn to dissect an article for content – not presentation or style.
- It is also a useful exercise to identify house styles for the top three journals you wish to target.

**ACTIVITY 2 – RESEARCHING YOUR MARKET**

Although writing can be fun, if you are conducting a PhD, remember the thesis should be your first priority.

- Do not lose sight of this.
• Only tackle writing projects that you know you have time to complete
• But remember that writing is a process and it may take 1 year to 3 years to get an article from writing to publication.
• Likewise as an early career researcher beware of being side tracked by interesting research proposals. Learn to say no: it can be healthy. Trying to tackle too much can lead to a reduction in your writing quality. When writing becomes a chore it is time to take a rest.

In researching the market one must be strategic in analysing what is being published. This can be done naturally by reading or by conducting a study as was done by Scott Shane (1997) in his article ‘Who is publishing the Entrepreneurship Research?’

Make up a file of the list of journals that appeal to you and keep sight of what they publish. For example, sending a conceptual piece to Entrepreneurship theory and Practice will result in the instant return of the manuscript.

It is wise to consider journal rankings – see Katz & Boal (2007) for a brief overview of the rankings of some of the better journals entrepreneurship journals. This is necessary because it is not a good idea to oversell or undersell the quality of your writing and thus reputation. Why publish excellent work in a lesser known journal. A good journal editor sets high standards and maintains and grows them. There are two schools of thought. The American and empirical way of thinking is that you should only seek to publish in quality journals. Write less and write perceived quality. There are sound reasons for this if you have a high teaching commitment and little time for research. You may be under pressure for results or trying to achieve tenure. This approach is a strategic one and it either pays off or it does not. The other approach is to research and write in areas of interest to you. Personally, this is my main approach – I typically write and produce a product which I then seek to position. Writing proceeds more quickly but it can take time to find the right outlet. Often there is not one. What you have to do is stockpile it until a publication venue comes along and then dust it off and tailor it for the particular opportunity. It is really like investing so the professional approach is to mix and match and try both if you have the time and energy.

As a general rule of thumb, students should get at least two papers from their PhD apprenticeship. A good PhD thesis may permit several
more. The biggest dilemma facing young researchers is always WHAT to write about and why would anyone want to read YOUR work. You have a choice of whether to write about your subject or your methodology. Remember, as a PhD student you can quickly become an expert in your field. You can write a methodology paper; an empirical paper; a conceptual paper; a case study; a briefing note and so forth. You can write - Qualitatively or Quantitatively. Do not criticise other writing styles – all have their place.

It is necessary to consider whether your article will make a theoretical, conceptual, methodological or pedagogical contribution. A theoretical contribution concentrates primarily upon the contribution which the paper makes to existing theory and as a result such papers are densely populated with references to the work of others. Many qualitative studies do not lend themselves to this approach because you need space and room to develop and describe the study. In writing a theoretical paper it is necessary to take an overview of a study you have done and write it up accordingly. Conversely, a conceptual paper concentrates upon the developing an emerging or existing concept or theory further. One would choose a subject which has not been featured before in the literature and describe how (in conceptual terms) it fits into existing published research. A literature review is necessary but does not have to be so extensive. Sometimes it is the methodology one chooses which may become the focal point of study and often one can conduct a qualitative study and write it up as three separate papers – one theoretical, one conceptual and one methodological – using the same data. These machinations will of course influence how you go about writing. The issue of making a pedagogical contribution is self-explanatory in that one concentrates on a contribution to teaching practice. Some academics struggle with this because you can make both contributions in some papers. If you are not sure what contribution you are making then how will the reviewers decide? Research is a process best defined as – Who, What, Why, When and Where (Whetton, 1989, 2006). Most papers whether an ordinary research paper or a case study only tackle the first two. As Whetton (1989) remarks if you do this you can only ever hope for making a conceptual contribution. Theoretical papers must answer the Why question.

There are several markets for academic writing:

- Conference Papers
- Top Tier Journals
- Lower peer reviewed journals
Online publications
Book Chapters
Books
Case studies
Teaching cases
Research notes
Book Reviews
Teaching cases; and last but not least
Working paper series.

All of these require different writing skills and styles. Case studies, research notes and book reviews are easy targets for PhD students with busy schedules because they are less time consuming than other writing projects. As a PhD student you are required to read in any case and you often come across some mind-blowing books – so why not capitalise on it. In fact it is good practice to contact the Book Review Editor on different journals and offer your services because they often find it difficult to get volunteers.

A word of warning - only target peer reviewed (preferably double blind reviewed) projects whatever the market niche. Writing non peer reviewed papers counts for very little unless it is an editorial piece. Remember you can also check on the perceived quality of a journal and its ranking by checking the ISI or Harzing lists too.

Conference Papers: Are a writers dream. They only require to be logical, coherent, hang together, and make a conclusion. They may or may not make a contribution. They boost your CV so are well worth persevering with. You get a chance to narrate and enact your research whilst getting advice to help make the paper stronger. Conference papers generally need a severe rewrite before being acceptable for publication elsewhere.

Top Tier Journals (Entrepreneurship Theory and Practice, Journal of Business Venturing or Entrepreneurship and Regional Development) – Are difficult to get published in for PhD students or early career researchers because they are highly competitive. They are very stylised and require a tremendous amount of hard work. They often have 90% or over rejection rates. If targeting such a journal consider doing so with an experienced author or team of experienced authors. There is a prescriptive formulaic method for enhancing success.

• Read all the articles in the journal over a two to three year period.
• Analyse them (what are they about; what arguments do they use; ask yourself if you could contribute to the argument?).
• Write an abstract.
• Formulate a research question or questions / hypothesis.
• Read all the articles again and do a wider search for all related articles in the top three journals.
• Cite these as the reviewers will be familiar with the arguments.
• Work patiently on the project. It might pay off and it is a bit like assembling a jigsaw. It may take 6 months and be your only output. Also in pursuing special editions in top-tier journals you run the risk of not getting into your target special issue and then the piece having to be rewritten for another journal. Many special issues in top journals have a high hit rate. The odds of being in the top four or five articles are often steep.
• A simple test will be does it look like and read like a top tier journal article. If it doesn’t then move on. It will be a good paper and should be targeted at an up and coming journal.
• Submit and hope that it enters the review process.

However, occasionally a subject will be so interesting that it can and does make a top tier journal despite itself and flaws. Be advised by your supervisor.

Lesser Journals: Are excellent for practicing your writing. However, read the journal home page to ensure that what you are writing matches what they normally publish. Again the steps identified above are also relevant. The aim should be to write an article which matches house style. The aim is to get it in the review process. This can take from 6 months to a year to return. The worst case scenario is 3 years. Do not always stay within your disciplinary journals. Look at other venues to see if they fit the themes you are writing about. Do not be put off by the fact that a journal is not a top tier one because any publication is better than none. It is even possible to build a reputation by volume publishing.

On-Line Journals: have a faster turn around but a more limited readership. They are worth a try and can boost your CV. However, be aware that at present online journals are currently not viewed as being as prestigious as their paper counterparts, whatever their review processes and the quality of the writing. So your work may not be best positioned there. On the other hand some on-line journals have quick turn around times and a dedicated band of reviewers because such journals are often niche publishing outlets. It may benefit your work to
have three good peer reviews and to achieve a publication prior to submitting your PhD.

**Book Chapters:** Are a splendid avenue for training yourself to write. They usually only require an abstract and when accepted you are usually likely to make it into the final cut. You have much more freedom to experiment with your writing style. However, note that in relative terms, in some disciplines, the status of a book chapter may be regarded as being a lesser publication than the same piece in a journal. There is therefore a significant time/impact on CV trade-off to be considered.

**Books:** Are another avenue but are time consuming. Do not even consider unless you have the blessing of your supervisor. However, a short 150 page book is an excellent vehicle for qualitative writing.

For further advice on publication strategies see Smith & Anderson (2008) – Daring to be different.

Hopefully the above dialogue will have helped you work on your developing your personal writing style.

**Group exercises**

- Work in groups of like minded individuals and consider which market niches or strategies would work for you. Consider which would not.
- Try and mentally decide what material you have already at hand and draft out a rough outline.
- Post workshop - develop your own strategic writing plan.
- Again do not worry if you do not know at this stage – it can take months or years to develop as a writer.

**Individual exercises**

- Reflect upon how you can make a contribution
- Write up a research plan
- Analyse three target journals and learn to write in that style.

**ACTIVITY 3 – GETTING ORGANISED AND SERIOUS**
Finding writing partners – Writing with others can seriously improve your writing style and your marketability as an author. Writing with others should mean that you get the benefit of their experience, knowledge and contacts and vice versa. Genuine networking at conferences can pay dividends. Talk to people you admire as writers, seek out like minded developing scholars. Talk to them over a beer or a coffee and see if you gel together. Email them after a conference and suggest that you work together. Sometimes this pays off and sometimes it does not. Be honest and only tackle writing projects which expand your capabilities. If an offer does not appeal to you do not take it up.

Be research focused - Actively look out for research opportunities to develop your writing in line with your expanding expertise. The following model is helpful.

- Try writing them up.
- Begin with an abstract (fluid or directed). Authoring abstracts is a skill worth developing in its own right. This is sound advice.
- Develop a sound set of research questions. Some writers insist that this is the first place one begins and that writing has to begin here by constructing the paper around this foundation.
- Try and answer them with material at hand. This will identify whether you will need to do further reading.
- Consider what empirical research is required or what conceptual framework would make the paper work.
- Consider your methodology section as most papers require this.
- If it does not come together - do not delete - you can return to the project at a later date if you have time.
- This process can be done mentally.

Keep a folder of Calls for papers, chapters, special editions from the internet.

- Do not commit to them straight away.
- Read them carefully.
- Ask yourself if you can contribute?
- If it is immediately apparent you cannot – delete it or bin it. Do not waste time trying to mould your material into a paper which will become impossible to sustain.
- Think about the opportunity for a while.
- If it still appeals after a week – submit an abstract and wait for the result.
• The benefit of such opportunities is that there is no conference fee.
• You often get an opportunity to ask editors for advice.
• Treat it as a menu of possible writing projects nothing more.

**Keep a folder of all submissions and if you have not heard back within a reasonable amount of time ask for an update.**

• Editors and reviewers are only human. They get busy and forget too. But they may also get annoyed at being pestered 6 – 8 months is a reasonable time to wait. With a higher quality journal some of the best reviewers are some of the busiest scholars so you may wait 6 – 9 months for them to get round to it. It can be worth the wait.
• If you get a revise or submit or an accept PRIORITISE IT, it is like winning the lottery. You would be surprised how many academics never revise and submit.
• Sometimes you can get a rejection because YOU DID NOT DO YOUR HOMEWORK FIRST. Targeting a paper to the wrong journal or trying to publishing outside your discipline can lead to some horrendous criticism. Some of it can be justified and some of it can be downright rude. I have been asked why I bothered even writing a particular paper.
• When you get a rejection and you are not convinced it is fair you always have the option to resubmit as is to another journal. This has worked for me and colleagues.
• If you get a mixed response from reviewers ask the Editor to mediate for you. The Editor will often direct you as to what he / she wants and save you countless hours of grief and second guessing.
• It is becoming more difficult to get published. Writing is becoming more competitive because there are more entrepreneurship scholars. Academics from emerging countries are becoming adept at writing and producing technically good papers. In this respect they are emulating their competitors as happens in industry. This is actually an opportunity for scholars in the West because if we improve our standard of writing we can create a new niche which will take others longer to penetrate.
• Take as much care with writing the response to the reviewers as you would with writing the paper itself. You can disagree with reviewers but do so politely. Do not ever be tempted to score points. Even the harshest of critiques can be used to good effect.
• Analyse your successes and failures and what works for you.
• By doing this you will be formulating your own writing model and research strategy.

• If you cannot beat them join them. It is very difficult to critically analyse your own writing but it is surprisingly easy to do so for others. Look out for opportunities to act as a reviewer for a journal. By reviewing what works and does not work for others you will be developing your own writing styles and skills. Journals are often short of good reviewers. Add a section to your CV to include which journals you review for. Be persistent in reviewing as some journals have a prize for the best reviewer – again this is a CV building exercise. It can also lead to an invitation to join a reviewing board which can be quite prestigious.

• If you have the time, patience and energy try and commission a special edition on your topic in a journal. It is best to do this post PhD. This will open your eyes to the editorial process and provide sound experience.

For other sound advice and tips on the revise and submit, reviewing and editing processes see the papers on reviewing and editing by Seibert (2004), Rynes (2006), Echambadi et al (2006) and Bergh (2006).

After you have written the article follow this check list

• Unless you are by nature perfect, or writing to an absolute deadline, you must take care to read your manuscript several times over. This is a necessary, iterative process which in any case improves your writing. It is a polishing process in which you shorten sentences and cut out extra words. It also helps if you can leave the paper for a week and then go back to it with fresh eyes. If it still pleases you to read it then you have done a good job.

• Do a ‘spell check’ but do not trust the facility - you are responsible for the presentation of the manuscript. Give reviewers no extra ammunition to use against you.

• Check that all your references are present and correct. Give reviewers no extra ammunition to use against you.

• Check the manuscript for sentence structure and grammar - if grammar is a mystery to you get a book out of the library and swot up on it. It will pay dividends.
• Get into the habit of analysing your writing – Ask yourself if each sentence adds value, does it flow naturally. Read it out loud – does it flow or stumble. You may well have a sentence or even paragraph in the wrong place. Something in the introduction which is actually a finding. It is easier to spot this in the work of others but you can train yourself to do this.

**Consider how to overcome your failures**

So you may well have concluded that writing does not come naturally to you. What can you do about it?

• Find a writing partner who has the skills you lack or are slowly developing. This partner may be your friend or sit somewhere near to you. You may find a writing buddy at a conference, seminar, workshop or sandpit.
• You can even develop a writing relationship with someone online.
• Try and get permission / funding to go on a BAM writing / publishing workshop.
• There are many types of writers from the ‘ascetic hermits’ to the ‘writing mafias’ favoured by many scholars. Writing teams make use of division of labour and enhance ones opportunities of getting published because they make use of complimentary skills. The writing team may have a ‘quant’ person; a creative writer; a strategist and a reader. Each does their part and they can write several papers one of which will achieve their combined strategic aims.
• Don’t knock it – as a peer group you can get organised in a similar manner into a ‘writing school’ or ‘stable’. Critique each others writing. Consider why the writing circle of JRR Tolkien produced so many great writers from a scholarly domain?
• Do not take rejection to heart – I have been accused by reviewers of being ignorant, naive, arrogant, unscholarly, of having no conception of the social sciences and of methodological terrorism. I have been asked to consult a native English speaker on several occasions. I have over 40 publications to date so even if I am still learning I am doing something right (sic).
• You do not have to accept the criticism of a reviewer if you think it is unjust. Many scholars have had seminal articles knocked back and had them published elsewhere without the revision. If I do not accept that a reviewers comments are justified say so in a letter to the editor but explain carefully and politely why. Even
in the harshest of reviews there are sound pieces of advice to follow. Use these to shape your paper. However, remember that a paper rejected by one journal may be accepted in another with minor changes.

- Finally, do not sit on a mountain of revise and submits – turn them around and get your writing working for you.

**Reflective exercises**

- Discuss how you can capitalise on being organised.
- Plan for the future.
- Conduct a period of self-study. Read articles such as those of Locke and Golden-Biddle (1997) and Grey & Sinclair (2006) on contextualising your writing and on writing differently.

Finally keep reading, writing and trying!!!! Do not be put off by rejections. It is possible to get three acceptances in a row followed by four rejections. It is often not your best pieces of writing which will be published. Remember, if you are writing you are producing product which can be turned around. The secret to maintaining a balanced publishing record is to have a continuous pipeline model in which you have several papers out for review at any given time.

**SUGGESTED READINGS**


