

# EDITORIAL

This is the first issue of JANZAM to be the responsibility of its new editorial team: Alan Brown, Rick Dunford, Gael McDonald and me. Although in some respects we are still finding our feet, we have focused over these first few months on the review process. Our aim is to give authors the best commentary on their papers that we can possibly manage, and to do this as promptly as we can. We encourage reviewers to write developmental reviews, offering advice on how a paper might be strengthened. We have adopted the practice common in the leading journals of writing a detailed summary report to authors on the main issues arising from reviews. We hope that these efforts have been valuable to the authors who have offered papers for this issue. Our intent is that good reviewing experiences will encourage others to think of JANZAM as a vehicle for publishing their work, and will strengthen the papers that are published.

It is more and more apparent to us that a journal is far more than a series of volumes, and that its quality is the product of a broad-based effort in a community of scholars such as ANZAM to help each other with their work. The published papers are just one manifestation of that effort. We hope that you will let us know if you would like to contribute to the JANZAM effort as a reviewer. And we hope to attract your papers with a reputation for prompt, high quality reviews and editorial advice.

This issue probes the subtle realities of organisational life and the art of management in many different contexts. Jacob Joseph, Bret Simmons, Kenneth Abramowicz and Tonia Girardi push past the Peter Principle to ask what can be done to re-invigorate careers that have apparently plateaued. They encourage us to differentiate between a number of reasons for the phenomenon, and to recognise that each has its own distinct potential for the employee's future development.

Paul Nesbit and Robert Wood report a study on that most challenging of managerial roles, the appraisal of individual performance. With a carefully crafted research design, they demonstrate that frame-of-reference training can improve the ability of performance raters against a control group. They suggest too that an important element in this improvement is the improved self-efficacy that raters experience during training. The benefit of training is, they suggest, not just an improvement in skill, but in raters' belief in their ability to apply the skill in practice.

In a similar vein, Sooksan Kantabutra and Gayle Avery explore the links that can be theorised to predict the performance impact of visioning exercises. They conclude that it is not just the elements of the vision itself that fosters performance improvements, but also a range of associated managerial actions that they call 'realization factors'. Here too, it is not just the abstract principle that has the effect, but also the means of its application.

And how do we train and educate people for these highly context-specific roles? Our traditional methods, especially for mature students, rely heavily on the sharing and contrasting of experience between people who know what works for them. But how can this be achieved for the many managers for whom distance education is the right choice? Ann Smith discusses the ability of computer mediated communication to create powerful communities of learning among students that are widely separated geographically.

Finally, Dirk Bunzel, Stewart Clegg and Greg Teal explore the choreography of a fascinating relational dance between the staff and customers of a large resort hotel. They show how the relationship is constituted by both guests and staff, and in particular how staff work to normalise their encounters with guests, defining for themselves what is, and what is not, normal guest behaviour. For me at least, hotels will never be quite the same.

We hope you will join our JANZAM relational dance, as a reader, reviewer and author. Possibly we will all find ourselves the subject of a future paper: "Disciplining Authors at JANZAM"? Or should that be Editors?

**Colin Campbell-Hunt**

**Editor**