

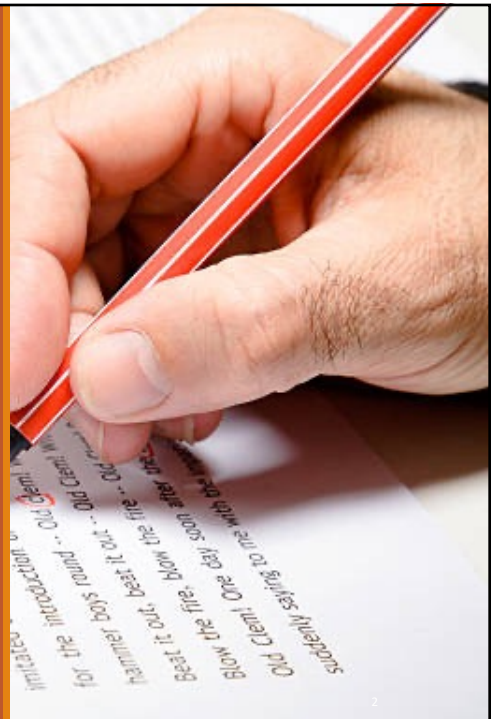
# Responding to Reviews

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Lang Chair in Leadership

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## Review Experience

- 3<sup>rd</sup> Term as Associate Editor: Journal of Organizational Behavior
- Current Editorial Boards
  - Journal of Applied Psychology
  - Journal of Business & Psychology
  - Organizational Behavior and Human Decision Processes
  - Organizational Psychology Review
- Multiple Reviewer of the Year Awards
- On average 100+ Reviews each year



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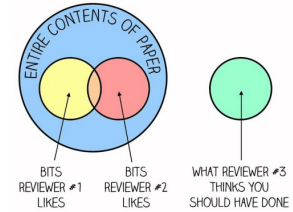
# Assumptions about the Review Process



This is Reviewer 2.  
Reviewer 2 is an angry and bitter scholar exacting revenge on their peers through overly critical anonymous rejections of papers they secretly wish they would have written.  
Reviewer 2 does not like puppies.  
Don't be like Reviewer 2.



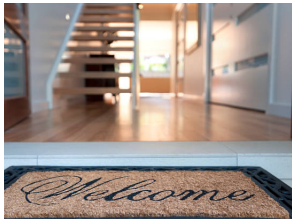
GETTING PEER REVIEW FEEDBACK:



It's always reviewer 3.

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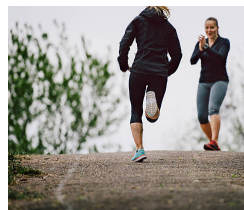
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## Instead....

Viewing the review process as developmental and constructive

Viewing reviews as an **opportunity** not a threat!



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- Use the review process to make the manuscript as impactful as possible
  - If the reviewers “didn’t get it”. then there is an *opportunity* to enhance clarity
  - If the reviewers have questions, then there is an *opportunity* to add rigor
- Remember: The editor wants to publish!
  - Investing in your work helps them achieve this goal!

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## Getting the Review: Managing Yourself & Your Coauthors



### The review process can be emotional and feel personal

You are invested!  
Fear and anxiety often peek through  
There is a tendency to be defensive



### Strategies:

Put away the reviews until you are ready  
Recognize that we all process information differently  
Acknowledge any negative emotions then...  
consciously put yourself into a growth mindset –  
how can you make the paper better?

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## Responding to Reviews: The Basics

- Take time to understand the core issues, move beyond the surface to identify key issues
  - Are there **unanimous points** being raised by the review team?
  - Are there **conflicting points** being raised by the review team? What is at the heart of this conflict?
  - Are the reviewer points **symptoms of a larger problem** – does tackling that problem help address the individual points?
- Consider grouping the concerns into themes:
  - Conceptual
  - Theorizing
  - Methodology
  - Clarity of writing
- Then...take a step back and see how you can address the larger and more consequential issues first



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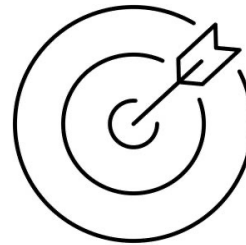
## Where to Start?

- Consider starting with the methodology
  - These are usually the toughest issues to fix, the most impactful for a revision
  - May require additional data

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## How Big Should You Go? The Goldilocks Principle



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## Some Key Points to Remember...

- Ensure alignment between Conceptualizing, Theorizing, and Operationalizing
  - If you change one thing, make sure the cascade of implications align
  - Recognize that sometimes it is simply easier to rewrite the section to incorporate the point rather than to “jam” in the point
- You are the expert
  - When receiving feedback, it is important to ask what will make the paper better versus what will detract from the quality of the manuscript?
  - Push back against those points that may distract
- Editors want to see that you *thoughtfully* considered each point – even if you choose not to address it in the manuscript!
- Editor and reviewer time is precious – don’t make it an onerous process

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## The Importance of Tone

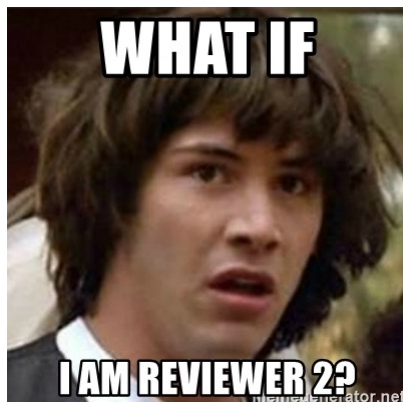
- Always read for tone before resubmitting – if you are the reviewer would you have felt that your point was considered appropriately?
  - Help the reviewers understand how you considered their points and used their feedback to enhance the manuscript
    - You may not have taken their exact suggestion, but you addressed the point!
  - Have someone else that is not emotionally invested in the revision read it for tone too!
  - Make it a conversation – an opportunity to learn together!



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## And Remember...



We all have responsibilities in the review process

The best reviewers seek to develop and provide constructive feedback, even if the paper is a clear reject

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Let's  
Chat!

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