

Kolumne

Running a journal is the greatest team sport there is. The CEO of Continental Airlines, Gordon Bethune, claims that running an airline is the greatest team sport of all.¹ I don't have any experience with the latter, but as a corresponding member of *JEEMS* and the editor of *The Academy of Management Executive*, I know that no one can produce a journal singlehandedly – it takes a team. Dr. Rainhart Lang has assembled a fine team to produce *JEEMS*. As he stated in his inaugural editorial in 1996: "Starting a new journal is a challenging task especially if it is devoted to a real exchange of ideas between East and West." In just a few short years, *JEEMS* has established a niche in an important discipline focusing on a region that is steadily growing in economic and political stature.

Team work and alliances are becoming increasingly common ways of structuring organizations to effectively accomplish crucial activities. Characteristics of teams that have been receiving a great deal of attention in recent years include multinational and multicultural teams, multidisciplinary or cross-functional teams, and temporary versus permanent teams.

These important aspects of teams can be found in the pages of *JEEMS*:

Editorial Group. This key part of the team, consisting of the editor-in-chief, the editorial board, corresponding members, and journal coordinator, is truly multinational, multicultural, and multidisciplinary. The members represent virtually all of the countries of Central and Eastern Europe as well as Russia and the Baltic countries. European and North American scholars with expertise in CEE are also included. A few countries such as Ukraine and Belarus have yet to be represented. In time, colleagues from these important areas will also likely find a place on the board, since the mission of *JEEMS* is based on inclusion rather than exclusivity. This large group of five dozen members is also multidisciplinary, with specialties spanning macroeconomic and organizational issues as well as behavioral, sociological, and psychological topics. These board members not only help set the direction for the journal, but also are a valuable source of information about potential authors and sponsors. Most of the founding members have remained, while new members have been added. This relatively permanent aspect of the group helps provide continuity and stability to the journal in its formative years.

Authors. Like the editorial group, the authors are multinational, multicultural, and multidisciplinary. Numerous CEE authors have researched and written about their own countries, adding authenticity to their conclusions. The

¹ Puffer, S.M. (1999): Continental Airlines' CEO Gordon Bethune on Teams and New Product Development. *Academy of Management Executive*. 13.3.

opportunity to publish in either English or German opens opportunities to many citizens of CEE countries who have learned one of these as a second language. They might not otherwise be able to express their views and research findings to this larger audience of interested scholars if only one of these languages were permitted. Other articles are written by non-native scholars who have in-depth knowledge of CEE countries. Still other *JEEMS* articles are co-authored by scholars from East and West, thereby bringing different perspectives and expertise to analyze various topics.

Dialogs. Generating and coordinating dialog also requires a team approach. Two useful features appearing in *JEEMS* to fulfill this objective are the comments following some of the articles, as well as the forum section in which two or more experts discuss a particular issue.

Conferences. Teaming up with conferences is another way of extending the reach of a journal. Conferences can be a source of articles, special issues on specific themes, and other contributions such as panel discussions. Information about a journal can also be disseminated efficiently at conferences. *JEEMS* has effectively teamed on several occasions with the CREEB conference and Chemnitz East Forum.

In addition to these more visible components of the team, other crucial roles are fulfilled behind the scenes by financial sponsors and the publishing house. Managing any team is a challenge, and managing a multinational, multidisciplinary team is vastly more complex. The mission of *JEEMS* to promote a real exchange of ideas between East and West is being achieved through strong leadership and a concerted effort to draw upon the talents and energies of a committed team of individuals from around the globe.

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