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## Press release : 2007 : 02 : 28 : Bean's Research Wins Award

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## Bean's Research Wins Award



Filed under [eNews Newsletter](#), [Homepage Articles](#) on Wednesday, February 28, 2007 by Author: Erika LLenza.



Cynthia J. Bean, Ph.D., assistant professor of management, was recently awarded an Emerald Reviews Citation of Excellence for her article "Leader framing and follower sensemaking: Response to downsizing in the brave new workplace."

*Emerald Management Reviews*, an indexing and abstracting database, covers all articles published in the top 400 business and management journals world-wide. Each article in every journal is reviewed by individual subject experts. Bean's article was selected by Emerald's reviewers as one of the top 50 articles published on management in 2006.

Bean's research examined the effects of an organizational change effort at Norway's largest telephone company Telenor. The organization implemented a nomadic work environment that did away with office space and gave employees the freedom to work from any location and subsequently implemented a major downsizing

Through in-depth interviews, Bean studied the effects of the transition and downsizing on Telenor's employees.

Bean's findings indicated that the change resulted in economic benefits including:

- The restructuring lowered the cost of real estate for the company, and
- Eliminated redundant back office functions allowing for downsizing.

However, the loss of a common geographic location resulted in idiosyncratic sensemaking on the part of employees, suggesting leaders face new challenges in communicating change to employees in the nomadic work environment.

Bean said, "The findings were quite fascinating. Although the transition to a more nomadic work environment is conducive to today's technologies and can be cost effective, leaders must consider how it changes the way employees make sense of the work-world around them."


"If employees are to continue being efficient in their work, leadership must find ways to communicate messages in a manner that is effective communication for the brave new workplace."

Geralyn McClure Franklin, Ph.D., dean of the College of Business, said, "I'm incredibly proud of the research accomplishments of the College of Business faculty and particularly that of Dr. Bean with this award recognition. Our faculty's research findings add to the body of knowledge in many fields and also provide practical implications for business entities and organizations in general. Ultimately, it is our students who benefit from top-notch faculty research, because this becomes an integral part of their classroom experiences."

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