

學術對談

## 職業、差異與復原力： 關於組織傳播學發展新路徑的對話

對談人：巴澤利爾·帕翠絲、王茜



巴澤利爾·帕翠絲教授  
(Prof. Patrice M. Buzzanell)

「關於『職業』這一命題的研究，我試圖去證明那些非傳統的研究路徑不僅是可行的，而且還可以增加人們生活的豐富性。在我所從事的各類實證性研究與理論建構研究中，我對職業均使用了不同的定義。在大多數情況下，我將關於『職業』這一話語的建構，視為一種擁有能夠形成關於『職業』的內在主流意義與抗爭性意義的重要生產力，並能夠以某種特定方式移植到職業人群中，以建構起組織的不同層面。這些關於『職業』的話語體系，在特定的人類互動場景、工作場景(包括組織、職業、實踐和政策)以及整個社會層面，建立起一種權力關係。這些話語體系的建立，並非是抽象與中立的過程，而是多利益方進行爭奪的場域。正因為關於職業和工作的意義是由社會建構，且是不斷變化的，我才對那些可能實現人們職業與工作多種可能性的條件以及社會文本產生了興趣。」

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Dialogue

## **Career, Difference, and Resilience: Dialogue on the Different Approaches to Organizational Communication**

Discussants: Patrice M. BUZZANELL, Qian WANG

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### **Abstract**

Patrice M. Buzzanell phrased the underlying dynamics in which she has been interested as aligned with career, difference, and resilience as stability-change processes. These dynamics run through 4 books and over 250 articles, chapters, and engineering education proceedings that she has published. For career research, she has always wanted to show how non-traditional approaches are not only feasible but can also enrich human life. She has long been interested in conceptualizations of career discourses and how they shape dominant and resistant meanings of career. These discourses are not simply abstract and neutral processes, but are sites of struggle where diverse interests compete for prominence. Because career and the meanings of work are socially constructed and changeable, she has been interested in the conditions and contexts through which different possibilities for career and work may be realized.

Her contribution in the discipline include making “career,” “work,” “work-life,” and its many manifestations central in organizational communication. The core themes and contexts of her work—career, difference, and resilience, are now coming together in ways that she hopes can have broad impact.

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For her, organizational communication has welcomed these eclectic approaches and has enabled studies of micro-meso-macro phenomena. It is an ideal site to examine grand challenges and continue in its long tradition of the theory-practice interface through engaged and applied communication scholarship.

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## 巴澤利爾·帕翠絲教授簡介

巴澤利爾·帕翠絲教授(Prof. Patrice M. Buzzanell)，美國南佛羅里達大學傳播系主任及教授、美國普度大學傳播與工程教育學院榮譽教授、國際傳播學會(ICA)前主席、傳播學委員會(CCA)主席、語言與性別傳播研究會(OSCLC)主席，2017年她作為美國傳播學會(NCA)特別研究員，負責NCA的學術研究、出版與博士教育委員會。曾任丹麥哥本哈根商學院研究員、上海交通大學媒體與傳播學院講座教授、美國普度大學Susan Bulkeley Butler卓越領導力發展中心前榮譽主任，曾獲得ICA頒發的B. Aubrey Fisher 榮譽導師獎。在學術刊物共發表論文250餘篇，曾獲得17項論文獎與八項圖書獎，也曾經擔任25份，而目前仍擔任16份學術刊物的編委。她的研究集中在職業生涯、工作生活政策、復原力、性別，以及在宏觀與微觀情境下的激勵設計等跨學科領域。

PB：巴澤利爾·帕翠絲

QW：王茜

**QW：您是如何對組織傳播領域產生研究興趣的？**

PB：我對可能影響到每個人生活的各方面都感興趣，包括工作、事業、職業或專業、體制結構、團隊合作、工作生活間平衡、專業知識和領導力生產過程，以及通過參與組織為自己和他人完成自我實現和福祉的能力。這些都是簡單的事實。這些領域回應了可持續發展的競爭優勢。

雖然看似簡單，其中過程卻很複雜，因為不是每個人都能夠擁有，或者知道如何利用那些足以支持他們付出努力的社會資源與結構。我的研究興趣主要集中在組織傳播領域。組織傳播所要研究的是人們在人生中大部分清醒的時間所消耗的工作場域，人們在其中以期獲取認可與獎勵，並以顯而易見的方式為社會做貢獻，還能經常尋找到友誼、合作夥伴以及獲得自我實現。對我而言，組織以及組織和體制的結構將會貫穿我們的一生，並成為與健康、媒介傳播以及其他傳播相關的文本內核所在。

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**QW：您為何會選擇工作與職業研究作為您的一個重要研究方向？**

**PB：**從童年開始，我一直對女性和男性為什麼工作，他們如何工作，以及那些會促進或阻礙到人們職業生涯的社會話語資源與體制資源產生濃厚興趣與著迷。當我擔任經理和顧問職位時，我意識到人們構建與組織個人經驗的方式對他們的成功至關重要。在個人專業知識與背景不相上下時，正是個人與他人進行互動的能力、獲得話語權以及讓個人貢獻得到認可的能力，將那些能夠進入最高管理層和那些無法進入的人區分開。鑒於此，我沒有選擇從事法律、技術領域或管理方面的領域；相反，我選擇了研究傳播學，並將其視為我終身工作與職業生涯的基礎。

**QW：您的學術興趣是組織傳播，但是經歷了一系列的發展，您將如何評價這一發展歷程？**

**PB：**這些早期對於職業研究的洞見在後來我閱讀和發表的研究中均獲得了支持。儘管我之前無法想像這些興趣所產生的不同形式，但我對工作和職業的研究興趣仍一直貫穿在我整個職業生涯中。從量化方法開始，然後我深入解釋性研究、批判性研究，直到後結構主義研究。我的大部分研究都使用了女性主義理論框架與視角，因為這些理論視角使我能夠去挑戰哪些人們習以為常的話語和實踐。

女性主義的分析視角打破了人們所認知的常態，並為重新構建組織過程、結構與政策提供了替代性途徑。在質疑與挑戰那些被人們習以為常的組織模式過程中，我的學術研究卻始終帶著實用主義的視角——甚至在我的理論研究與發表中，我始終堅持將學術研究與個人的學習/教學與參與/服務過程相結合。探索、學習與參與，正是我學術研究中不可分割的一部分。

**QW：您的研究著眼點主要在哪些方面？**

**PB：**在過去的幾年中，我將我所感興趣的那些與職業、差異和復原力相關的主題所包含的內在動力學歸納表述為一種「穩定—變化」的過程。這種內在動力學的研究貫穿了我過去所出版的四本書與250餘篇論文、圖書章節以及工程學教育相關的合作研究中。

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**QW：**您對「職業」這一命題的研究興趣主要在哪些方面？您覺得關於職業的話語體系和權力結構是如何被建構的？

**PB：**關於「職業」這一命題的研究，我試圖去證明那些非傳統的研究路徑不僅是可行的，而且還可以增加人們生活的豐富性。在我所從事的各類實證性研究與理論建構研究中，我對職業均使用了不同的定義。在大多數情況下，我將關於「職業」這一話語的建構，視為一種擁有能夠形成關於「職業」的內在主流意義與抗爭性意義的重要生產力，並能夠以某種特定方式移植到職業人群中，以建構起組織的不同層面。

這些關於「職業」的話語體系，在特定的人類互動場景、工作場景(包括組織、職業、實踐和政策)以及整個社會層面，建立起一種權力關係。這些話語體系的建立，並非是抽象與中立的過程，而是多利益方進行爭奪的場域。正因為關於職業和工作的意義是由社會建構，且是不斷變化的，我才對那些可能實現人們職業與工作多種可能性的條件以及社會文本產生了興趣。

**QW：**您的一系列研究對傳播學，尤其是對組織傳播學做出了重要貢獻。能否講一下這些貢獻主要在於哪些方面，以及如何發展的？

**PB：**從關於「職業」主題的研究興趣出發，我探究了一系列的主題，其中包括：工作與生活之間的平衡，被性別化的職業(例如工程學相關的職業)，創意產業與相關職業中大眾媒體的表徵，此外還包括領導力、成功、專業性、中美社會中關於遠程工作與其他工作類型的劃分，育兒假(產假)的政策與執行，職場中的衝突與矛盾，以及其他相關的主題的研究。

在這些領域，我的貢獻在於，探索了「職業」、「工作」、「工作—生活」這些概念以及概念的表現形式，並讓這些概念成為組織傳播學領域中學者們研究的關注點，而在多年前根本沒有人去關注與研究這些主題。例如，1991年我在《管理傳播季刊》(*Management Communication Quarterly*)中發表的一篇關於「綫性和非綫性職業模型」的文章為此學術領域的發展奠定了基石。這也成為我此後一系列獲獎論文的基礎，其中包括2003年一篇關於「工作—家庭」問題的研究論文，以及2015年一篇針對女工

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程師的導師經歷的研究論文。這一領域為我開闢了一系列獲得研究資助的機會，例如針對中國、比利時、黎巴嫩和美國兒童對於什麼是「有意義的工作」和什麼是「職業理想」的系列研究。

關於「差異」這一主題的研究，則始於我1994年發表在《管理傳播季刊》中一篇經常被引用的文章——〈聲音的獲得：女性主義組織傳播學的理論化〉（“Gaining a Voice: Feminist Organizational Communication Theorizing”）。在這篇研究中，我建構了使用不同路徑去談論組織以及進行組織行為的元理論矩陣。這篇1994年的論文不僅採用核心的與社會以及性別相關的主題，同時使用了女性主義視角去重新審視組織傳播學與管理傳播學中的理論、研究與實踐應用。這篇論文對組織傳播學的認識論—本體論—行為學—價值論的基礎提出了挑戰。這是在組織傳播學領域，將女性主義理論進行主流化處理的首篇示範性研究，並將具有實踐應用價值的研究在傳播學領域進行了合理化建構。

這篇文章也指引著我不斷前進，並成就了我2000年的一本獲獎專著《從女性主義視角對組織傳播與管理傳播的再思考》（*Rethinking Organizational and Managerial Communication from Feminist Perspectives*），以及幫助我獲得系列資助的研究項目，其中包括「育兒假與產假的政策和實踐」（在2005–2009期間獲得一系列獎項）、「看護研究」（2009）等。這些研究所包含的核心信念在於，我們的組織、家庭與社會成員經常以自相矛盾的方式開展行事，並建立起一種同時會阻礙女性和男性的潛力與自尊發展的社會結構。在我參與共同編輯的書籍《應用傳播學文本中的性別》（*Gender in Applied Communication Contexts*）（2004）中，持續探討了在四種不同語境下關於「差異」與「改變」的主題，包括組織性別、性別化健康、家庭賦權以及教育學構建。

最後，我對「復原力」（resilience）這一概念作為一種心理的「穩定—變化」過程研究的理論貢獻，也開始真正受到傳播學界的關注。這一主題受到關注要從2009年我擔任國際傳播學會（ICA）主席時發表的就職演說〈復原力：談論、抵制與想像成為存在的新常態〉（“Resilience: Talking, Resisting, and Imagining New

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Normalcies into Being”)開始，後來這篇同主題的論文2010年發表在知名學術期刊《傳播學刊》(*Journal of Communication*)中。關於復原力(CTR)的傳播理論及相關的對策研究，已經在國際傳播學前會、各類傳播學學術會議以及關於危機與災難研究的論文、期刊專輯以及其他一些學術出版物中受到特別關注。儘管在獲獎論文中已經提及了這一理論的實用性，例如在一篇曾發表在《家庭傳播學刊》(*Journal of Family Communication*)中的論文〈艱難時光中難以忘懷的信息〉(“Memorable Messages of Hard Times”) (2012)中有所談及，但更令人欣喜之處在於，文中探討了復原力(resilience)理論的五大發展過程，包括：生產行動的前景化，制定常態，肯定身份錨定，維護和使用溝通網絡，以及在工作中使用替代性邏輯。這些也被社區團體作為在度過困難時期所實施的策略。我們在另一篇即將發表的論文中借助此理論去研究中國80後一代人如何用成語來幫助他們克服工作中的困難，並獲得堅持的力量(Long, Buzzanell, & Kuang, in press)。中國80後一代人如何用成語來幫助他們克服工作中的困難，並獲得堅持的力量。在2018年，我們已經在《應用傳播學研究期刊》(*Journal of Applied Communication Research*)以及《企業傳播：國際期刊》(*Corporate Communications: An International Journal*)中發表了一些與「復原力」理論相關的專欄文章。

**QW：**您在研究中主要採用的研究範式或者方法有哪些？分別出自什麼樣的考慮？

**PB：**我想說我一般會有一個研究計劃，但研究通常來自那些令我覺得不合常理的問題或事物。在我觀察和/或傾聽他人的時候，在我教學時、與合作者共同展開工作時，以及深入研究數據時，這些問題就會一一浮出水面。我的問題通常圍繞著我的興趣展開，其中包括關於職業、差異和復原力的研究。然而，為了獲得這些問題的答案，我需要使用不同類型的研究方法。

在一項獲得資助的關於工程學研究倫理的項目中，我回歸使用量表構建和進行建構類驗證的研究方法根基中；然而我發現話語分析能夠使我更容易理解日常生活中的倫理與設計。在另外的



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研究中，例如為了研究兒童的職業理想、導師指導過程和產假經歷，我採用了扎根理論、主題分析、後結構主義分析、案例研究、敘事分析、(針對美國政府的)文件分析，以及其他不同的研究方法。有時我使用的研究方法是混合型研究，其中會匯合了不同類型的方法與數據，以從不同角度為我的研究問題提供複雜的回答。

我相信，對不同研究方法的欣賞和使用對我的研究很有益處，它使我能夠提出不同的論點並吸引不同的讀者與受眾(他們可能來自傳播學領域、工程教育學領域、組織行為學領域、人力資源領域、組織理論、性別和女權主義領域，以及不同的跨學科領域)。這些不同研究方法的運用，也幫助我能夠同時在傳播學術界以及美國國家科學基金會(NSF)獲得項目資助。

**QW：**您所在的研究領域出現了哪些新變化與趨勢？您在哪些地方觀察到這些趨勢？

**PB：**當然，研究者使用不同的研究方法與混合型研究方法的能力正在不斷增長。計算社會學研究與基於文本的細節性分析相結合，可以提供對社會普遍現象的深入洞察，並解釋人們為什麼去做以及如何開展他們正在做的事情。

組織傳播學領域也非常歡迎這些不拘一格的研究方法，並使得對「微觀—中觀—宏觀」不同級別的現象的研究成為可能。因此，這是一個檢驗宏大性研究挑戰的理想場域，並可以通過參與式與應用式傳播學的研究來延續這種「理論—實踐」雙向對接的長期傳統。我們應該繼續保留這些不同的以及混合型研究方法的研究趨勢，並包含「微觀—中觀—宏觀」不同視角的研究。

對組織傳播學而言，這種建構主義的研究路徑，通過對我們如何建構起組織、權力、代理機構(人為的與非人為的)以及其他方面的質疑，已經給這個學術領域帶來了全新理論的可能性。這些洞見已經提供了政治化的分析，然而我希望，在未來批判性與後結構性的話語可以在此領域可以得到更多凸顯。這些視角鼓勵著更多學者對個人以及組織生活中的矛盾進行深度挖掘。同時我還期望研究者可以更多關注國際化的組織間進程以及全球化網

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絡，並能夠更加關注以多元文化和國家為中心的組織、工作與職業模式。

最後，我認為使用傳播學的路徑去研究復原力(resilience)這一概念將變得更加重要。這不僅僅是因為這一視角可以關注到人類心理適應與變化的一個辯證發展過程，同時也因為其在「自我—他者」、「現在—未來」、「機構—控制」、「地域—想像」這些雙層含義的處理中所具有內在的對話性。這些研究路徑需要反思能力和跨學科的專業性；它們與當代學術發展趨勢相一致，並需要合作。

**QW：**學術概念或學術趨勢與您的研究如何產生關聯？

**PB：**我發現，研究工作中的核心主題和文本語境(其中包括職業、差異和復原力這些概念)正在以我所希望可以產生廣泛影響的方式彙聚在一起。例如，我對工程師團隊成員如何在互動中建構起專業知識(即產生和利用專業知識)的方式感到好奇。我自己與他人的研究都展現了團隊成員如何利用課程作業或過去組織中的角色來代替個人直接經驗的方式。隨著時間的推移，性別、國籍、語言設備、友誼和其他方面的差異都會影響到一個團隊流程化的進展方式。

在工程設計工作的不同階段，專業性與差異性正在一個工程師團隊逐漸變得明顯。工程設計的各階段是一種混亂而互相聯繫的過程；在這一過程中設計團隊正是以重複和矛盾的方式，展開問題闡述、設計規範、設計原型、設計評估與重新製作的過程。其中，團隊成員進行識別、歸因、開發與運用專業知識的方式，隨時隨地都會對團隊產生深遠的倫理影響與現實性後果。

如果前期努力的設計被論證為不符合安全性能的，那這些將不僅僅和工程學相關，還會在更廣泛的場景中與復原力這一概念相關。復原力被定義為在災難、創傷與經歷磨難後的心理再建過程，這一概念既針對自己也針對他人，既針對現在也針對未來。在遭受破壞的過程中，這些工程設計者如何在人際互動中恢復心理復原力？他們將如何使用以及何時使用他們的人際溝通網絡，在不破壞安全性的前提下去獲得專業知識，以及發展現場技能？

## 職業、差異與復原力：關於組織傳播學發展新路徑的對話

在不同學科交叉與多種文本語境中，這一類研究正在逐漸凸顯和發展。

在復原力研究中，「適應—變化」這一內在變化動力學與男性女性處理平等和尊嚴的過程也相關。這些事件包括工作中的微觀性侵略性場景（例如那些看似平凡微小的瑣事會隨著時間的推移而被積累）、職業壁壘問題、工作與生活之間平衡性、網絡中的性騷擾問題，以及組織生產場景中的其他行為活動。正由於這種動力學是具有復原力的，人們才有希望去獲得改變，並理解為什麼以及如何能夠建設性地將復原力運用在團隊建設、組織工作以及社區工作中。

**QW：**未來您的研究將往哪個方向發展？有什麼正在執行或者將要執行的計劃嗎？

**PB：**未來我肯定會做的一項研究是通過視覺方式去展現兒童對職業的認知。這是我們幾年前在社區中開展的一項參與式傳播學研究項目（Buzzanell, 2016）。我將會重新審視這些視頻，看看這些來自社區的孩子們如何通過繪畫來描繪他們的職業生涯，以及表達對於社區未來發展的願景。

這一研究建立在來自四個不同國家的800名孩子完成的工作基礎上。因此我不僅在理論研究方面要做出貢獻，還要找到可視化呈現的方法與過程。大多數人認為視覺呈現就是增加顏色，或展示頁面的設計，又或者是針對原型進行3D建模；但是當個體參與並發展出視覺化作品時，一種更為複雜的材料與話語之間的張力就會出現。在孩子們所說的話語和所完成的事情中，也會呈現出潛在的與性別以及階級相關的動力學。

這種關於視覺研究的想法來自不同的學科的交叉研究，將跨學科的想法結合在一起是真正令人興奮的。我非常希望也能夠在中國開展這樣的項目，並會採取一種跨時間軸的甚至是貫穿整個生命周期的研究路徑。在這個參與式傳播研究項目中，創新性元素包括視覺化研究、關於未來的研究，以及使用了參與式研究路徑（針對資助與研究項目展開社區競賽）。

目前我尚未在研究中加入復原力這一概念。然而隨著時間推

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移，我可能會提出的研究問題包括：在面對職業可能會獲得培養與受到限制的兩種不同條件，這些孩子將如何在與他人互動中參與到「適應—轉變」這一心理過程中？我們又在何處可以找到有關職業理想和職業潛力發展研究的新洞見？

**QW：**您對中國當下的組織傳播學研究的發展有何建議？

**PB：**當下組織傳播學在中國並沒有獲得很大範圍的發展。鑒於組織傳播學領域與企業盈利模式之間的關係，與發展持續競爭優勢、個人福祉以及組織福利之間的相關性，這一現狀讓我感到困惑。

例如，組織傳播學的研究者尚未研究國家和全球政治和組織的影響力。我們還可以結合政治傳播和組織傳播，去研究中國、美國、南美以及歐洲之間貿易的多重影響力和利益關係。組織傳播學者還可以研究中國民主化形式如何改變社會組織的過程和結構。關於復原力和差異的研究，我則很好奇中國的哲學、國家緊急情況與日常生活的實質性之間如何產生相互關聯。這些哲學、價值觀、化身、空間/場所和文化遺產在構成組織和個人生活中，如何作為中介發揮作用？是否可以採取建構主義的方法論去提供更多對文化的理解，並促進更多以中國為中心的傳播學理論的發展？

隨著中國在創業、技術創新和創意產業方面的快速發展，從我個人角度而言，學界對組織傳播學給予更多的關注應該是合乎情理的。然而，組織傳播並沒有在中國獲得與其他國家類似的重要立足點。這一研究領域在中國將是廣泛而開放的，無論是誰可以首先開拓這個研究疆域，都將建立起令人難以置信的學術聲譽，並會為中國的傳播學理論和實踐的發展做出巨大的貢獻。

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Academic Dialogue with **Patrice M. Buzzanell**

## **Career, Difference, and Resilience: Dialogue on the Different Approaches to Organizational Communication**

PB: Patrice M. BUZZANELL

QW: Qian WANG

**QW: How would you describe your scholarly interests?**

PB: I am interested in aspects of life that affect everyone—jobs, career, occupations or professions, institutional structures, teamwork, work-life “balance,” generation of expertise and leadership, and ability to participate in organizations to achieve fulfillment and well-being for self and others. It’s as simple as that. These areas also correspond with sustained competitive advantage.

Although seemingly simple, it’s complicated because not everyone has, or knows how to utilize, the resources and structures that can support their efforts. My interests align primarily with organizational communication. Organizational communication is the context in which humans spend most of their waking hours, where they achieve recognition and rewards, where they contribute to society in visible ways, and where they often find friendship, partners, and themselves. To me, organizing and organizational or institutional structures are at the heart of health, media, and other communication contexts across our lifespans.

**QW: Why would you choose work and career as one of your important research areas?**

PB: Since my childhood, I have been fascinated by why and how women and men work as well as the discourse and material resources that facilitate and impede their careers. When I was a manager and consultant, I realized that the ways people framed and constituted their experiences were essential to their success. Given comparable expertise and background, their abilities to interact with others and have voice in and recognition for their contributions separated

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out those who moved to top organizational levels and those who did not. As a result, I didn't do graduate work in law, technical fields, or management—instead, I studied communication as fundamental to work and career.

**QW: Your research interest mainly lies in organizational communication. As your research interest develops through time, how would you explain this development?**

PB: These early insights were later supported by the research I read and generated. My fascination with work and careers has remained throughout my career although I could not have imagined the different forms that these interests have taken. I began with quantitative methodologies then delved into interpretive, critical, and poststructuralist studies. Much of my research utilizes feminist analytic lenses because these approaches enable me to challenge commonsensical discourses and practices. Feminist analytic lenses disrupt what is “normal” and suggest alternative ways of constructing organizing processes, structures, and policies. In seeking to challenge taken-for-granted organizing, my scholarship has always had a pragmatic angle—even my theory publications—and I integrate my scholarship with my learning/teaching and engagement/service. Discovery, learning, and engagement are inseparable to me.

**QW: Where does your research interest in organizational communication specifically lie in?**

PB: It has only been in the last several years that I've phrased the underlying dynamics in which I have been interested as aligned with career, difference, and resilience as stability-change processes. These dynamics run through the four books and over 250 articles, chapters, and engineering education proceedings I've published, often in collaboration with others.

**QW: Which aspects of interest do you have in career research? How do you think the career discourse and power relationships are established?**

PB: For career, I wanted to show how non-traditional approaches are not only feasible but also enrich human life. I have utilized

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different definitions of career in my empirical investigations and theory building. Most often, I follow conceptualizations of career discourse as having productive power to shape dominant and resistant meanings of career that then interpolate career actors in certain ways and structure organizational aspects. These career discourses organize power relationships in specific interactions, workplaces (organizations, occupations, practices and policies), and society at large. These discourses are not simply abstract, neutral processes but are sites of struggle where diverse interests compete for prominence. Because career and the meanings of work are socially constructed and changeable, I am interested in the conditions and contexts through which different possibilities for career and work may be realized.

**QW: What are your contributions to communication scholarship, especially to organizational communication scholarship? Can you illustrate those contributions and how your research interest develops during these process?**

**PB:** As a result of these career interests, my work has examined different topics. These topics include: work-life balance, gendered professions such as engineering, popular media representations of creative industries and associated occupations, leadership, success, expertise, telework and other work arrangements in the United States and China, parental leave policies and use, workplace conflict and contradiction, and other topics. My contribution has been to make “career,” “work,” “work-life,” and its many manifestations central in organizational communication—people simply weren’t studying these areas years ago. My 1991 article on “Linear and Nonlinear Career Models” in *Management Communication Quarterly* set the stage for much of this scholarship and led to award-winning articles on work-family problematics (2003) and women engineers’ mentoring experiences (2015). This area opened up funded research on meaningful work and career aspirations of children in China, Belgium, Lebanon, and the United States.

In the area of difference, beginning with my oft-cited article, “Gaining a Voice: Feminist Organizational Communication



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Theorizing,” in *Management Communication Quarterly* (Buzzanell, 1994), I constructed a metatheoretical matrix posing different ways to talk about and do organizing differently. This 1994 piece used core societal and gendered themes as well as specific feminisms to show how to rethink theory, research, and practical applications of organizational and managerial communication. The essay challenged the epistemological-ontological-praxiological-axiological bases of organizational communication. This article is the first mainstream treatment of feminisms in organizational communication, framing it a legitimate area of study with practical applications. This article led to award-winning publications, including book (*Rethinking Organizational and Managerial Communication from Feminist Perspectives*, 2000); program of research on parental, specifically maternity leave, policies and practices (awards spanning 2005–2019), caregiving (2009), amongst others. Central to these studies is the belief that organizational, familial, and societal members often act in contradictory ways and construct structures that forestall development of both women’s and men’s potential and dignity. My co-edited collection, *Gender in Applied Communication Contexts* (2004), continues the theme of difference and change in four contexts: organizing gender, gendering health, empowering family, and constructing pedagogy.

Finally, my contributions to resilience as stability-change processes are really gaining traction. From my International Communication Association Presidential Address in 2009 entitled “Resilience: Talking, Resisting, and Imagining New Normalcies into Being,” later published in *Journal of Communication* (2010), the Communication Theory of Resilience (CTR) and associated strategies have been featured in preconferences, engaged communication scholarship conferences, publications on crises and disasters, special issues of journals, and other outlets. Although the award-winning articles, such as “Memorable Messages of Hard Times” in *Journal of Family Communication* (2012) speak to the utility of my theory, it is most gratifying to discuss the five processes—foregrounding productive action, crafting normalcy, affirming identity anchors, maintaining and using communication networks, and putting alternative logics to work—with community

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groups that recognize them as strategies to implement in difficult times. We (Long, Buzzanell, & Kuang, in press) have examined resilience processes in professional post-80s generation members' invocation of *chengyu* to overcome obstacles and persevere. In 2018, we've published co-edited forums and issues on resilience in the *Journal of Applied Communication Research* and *Corporate Communications: An International Journal*.

**QW: What are your major approaches to research? Why are you taking those approaches?**

**PB:** I'd like to say that I have a plan. But my research typically results from questions or things that I notice that seem odd to me. Questions surface when observing and/or listening to people, teaching, working with collaborators, and delving into data. My questions center around my interests—career, difference, resilience—but getting at the answers means that I use different methods.

For my funded research on engineering ethics, I have returned to my roots in scale construction and construct validation, but have found that discourse analyses enable me to understand everyday ethics and design. To examine children's career aspirations, mentoring, and maternity leave processes, I have used grounded theory, thematic, post-structural, case study, narrative, (U.S. government) document analyses, and other methods. Sometimes my approach is mixed methods in which different kinds of approaches and data are integrated to provide complicated answers to research.

I believe that my appreciation for and use of different research methods has served me well. It has enabled me to make different kinds of arguments and appeals to different audiences. These include communication, engineering education, organizational behavior and human resources as well as organization theory, gendered and feminist, and interdisciplinary audiences. It also has made my scholarship fundable internally and with the U.S. National Science Foundation (NSF).

**QW: What's new in your area and where do you see trends?**

**PB:** Certainly, the ability to use different and mixed methods is growing. Computational Social Sciences coupled with contextually-based rich analyses can provide insight into broad phenomena as well as why and how people are doing what they are doing.

Organizational communication has welcomed these eclectic approaches and has enabled studies of micro-meso-macro phenomena. As such, it's an ideal site to examine grand challenges and continue in its long tradition of theory-practice interface through engaged and applied communication scholarship. These trends of different and mixed methods and micro-macro-meso analyses should continue.

The constitutive approach to organizing has breathed fresh theoretical possibilities by questioning how we construct organizing, authority, agency (human and non-human), and other aspects. These insights have provided understanding of politicized analyses but I expect that critical and post-structural discourses will become more prominent. These lenses encourage scholars to delve deeply into contradictions in personal and organizational life. I also expect greater attention to international inter-organizational processes and global networks coupled with greater attention to diverse cultural and national centered patterns of organizing, work, and career.

Finally, I see communication approaches to resilience becoming more important not only because of their attention to the dialectic processes of adaptation and change but also because they are inherently dialogic in their dual-layer processing of self-other, present-future, agency-control, and place-imagined space, amongst other possibilities. These approaches require reflexivity and interdisciplinary expertise. They, like trends in contemporary scholarship, require collaboration.

**QW: How do academic concepts or academic trends connect to your work?**

**PB:** I find that the core themes and contexts of my work—career, difference, and resilience—are coming together in ways that I hope can have broad impact. For example, I am intrigued by the ways in which members of engineering design teams constitute

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expertise (i.e., generate and utilize expertise) interactively. My own and others' research show how team members use proxies like coursework or past organizational roles to substitute for direct experience. Over time, difference in terms of gender, nationality, language facility, friendships, and other aspects affect how team processes unfold. Expertise and difference become visible in engineering design teams during design phases. Design phrases are the messy interconnected processes in which team members articulate the problem and design specifications, prototype, assess, and redo processes in iterative and contradictory ways. The ways team members recognize, attribute, develop, and use expertise moment-to-moment can have profound ethical and material consequences. The design might prove unsafe. These issues are relevant not just for engineering. They are relevant for resilience labor in diverse contexts. Resilience labor is defined here as the effort to reintegrate after disaster, trauma, and loss not only for oneself but also for others, not only for the present but also for the future. In the midst of devastation, how do these volunteers interactively constitute resilience? How and when do they use their communication networks, move past the proxies for expertise, develop skills on the scene without jeopardizing safety? Research is emerging from many different disciplines and in diverse contexts.

The underlying dynamic of adaptation-transformation in resilience relates to how women and men process happenings that preclude equality and dignity. These happenings can include microaggressions in the workplace (i.e., those seemingly mundane slights that accumulate over time), career barriers, work-life imbalance, online gender harassment, and other activities within organizational contexts. Because the dynamic is resilience, there is hope for change and for understanding why and how resistance can be productively incorporated into team, organizational, and community work.

**QW: Where is your work headed? Can you discuss the project you are currently involved in?**

**PB:** One piece that I definitely will be working on is the visualization of children's careers. It's an engaged communication scholarship

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project we did in a local community (Buzzanell, 2016). I'll be re-examining video to see how the young children draw and talk about their careers and their visions for the future. It builds on the prior work with 800 kids from four different countries. So I am working on the theoretical contributions as well as the methodological procedures for visualization. Most people think of visualization as the color and design of powerpoint slides or the 3D modeling of prototypes. But there are complex material-discursive tensions that emerge as individuals engage with and develop their visualizations. There are underlying gendered and class dynamics in what the children do and say. The ideas about visualization come from different disciplines. Pulling interdisciplinary ideas together has been really exciting. I would absolutely love to do something like this project in China—and take a longitudinal and lifespan approach. The new elements in this engaged communication project are the visualizations, the aspects about the future, and the engaged scholarship (community contest for funds and research project). I haven't incorporated resilience yet. Over time I would ask: how do these children engage in the adaptation-transformation processes interactively with others as they both cultivate and limit their career possibilities. Where might we find new insights into the development of career aspirations and potential?

**QW: What do you think about the organization communication scholarship in China? And what are your suggestions for conducting organizational communication research in China?**

**PB:** Organizational communication does not have a huge presence in China right now. This is perplexing to me given the relationship between organizational communication and profitability, sustained competitive advantage, and individual as well as organizational well-being.

For instance, organizational communication scholars haven't examined the implications of national and global politics and organizing. We could combine political and organizational communication to study the multilevel effects of and interests in trade in China, United States, South America, and Europe. Organizational communication scholars might study how Chinese

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forms of democratization have altered organizing processes and structures. With regard to resilience and difference, I'm curious about how Chinese philosophies, national exigencies, and the materialities of everyday life interconnect. What and how do these philosophies, values, embodiment, spaces/places, and artifacts function as non-human agents in constituting organizational and personal life? Might taking a constitutive approach provide greater cultural understandings and prompt more Chinese-centered communication theory?

With China's growth in entrepreneurship, technological innovation, and creative industries, it would seem logical (to me) that attention would be paid to organizational communication. Yet, organizational communication has not gained the foothold in China that it has elsewhere. The field is wide open in China. Whomever is there first can build an incredible reputation and contribute greatly to Chinese communication theory and practice.

## Selected Works by Patrice M. Buzzanell

Please refer to the end of the Chinese version of the dialogue for Patrice M. Buzzanell's selected works.