CONDUCTING MODE 2 RESEARCH IN HRM:

A PHASE-BASED FRAMEWORK

FIGURE

Figure 1: Towards a Comprehensive Framework of Mode 2 Research in HRM

PHASE 1: Exploring Mode 2 research with HRM practitioners

SUBPHASE 1.1: Use bridging mechanisms to initiate dialogue between HRM researchers and practitioners
- TACTICS: Offer short-term and long-term prospects to HRM practitioners; Assert the academic need for autonomy and rigor (i.e. their 'otherness'); Recognize mutually interdependent goals

SUBPHASE 1.2 : Co-develop research questions with HRM practitioners
- TACTICS: Use phased approach; Use a collaborative orientation

PHASE 2: Designing and developing collaborative spaces and collaborative research mechanisms

SUBPHASE 2.1: Choose and motivate an appropriate Mode 2 research approach
- TACTIC: Explore the possible utilization of different Mode 2 approaches and chose the most appropriate

SUBPHASE 2.2: Negotiate and specify the roles of Mode 2 research participants
- TACTICS: Create space for all relevant stakeholders; Specify and analyse participants' core logics and jurisdictions; Negotiate the rights of stakeholders; Organize the collaborative research team as a 'parallel structure' and 'learning mechanism'; Formalize roles and jurisdictions into a protocol

SUBPHASE 2.3: Identify and develop collaborative spaces for dialogue
- TACTIC: Explore and implement alternative collaborative spaces, learning processes, and structures

PHASE 3: Design and facilitate double-loop iterative research processes

SUBPHASE 3.1: Embed researchers in context of application to pursue traditional outcomes
- TACTICS: Import appropriate Mode 1 methods and quality control; Exploit and document interruptive events; Appropriate ethnographic or clerical work generated by the research process

SUBPHASE 3.2: Embed practitioners in the knowledge creation process
- TACTICS: Train practitioners in scientific data collection techniques and data analysis methods; Formalize a phased and nominal approach of knowledge creation; Engage in scientific experimentation whereever appropriate

PHASE 4: Legitimize Mode 2 empirical work

SUBPHASE 4.1: Pursue academic legitimization
- TACTICS: be aware of the expectations of journals and outlets; explain the criteria used for rigorous Mode 2

SUBPHASE 4.2: Pursue practice legitimization
- TACTICS: Measure the impacts of developed solutions; Develop abstract technological rule