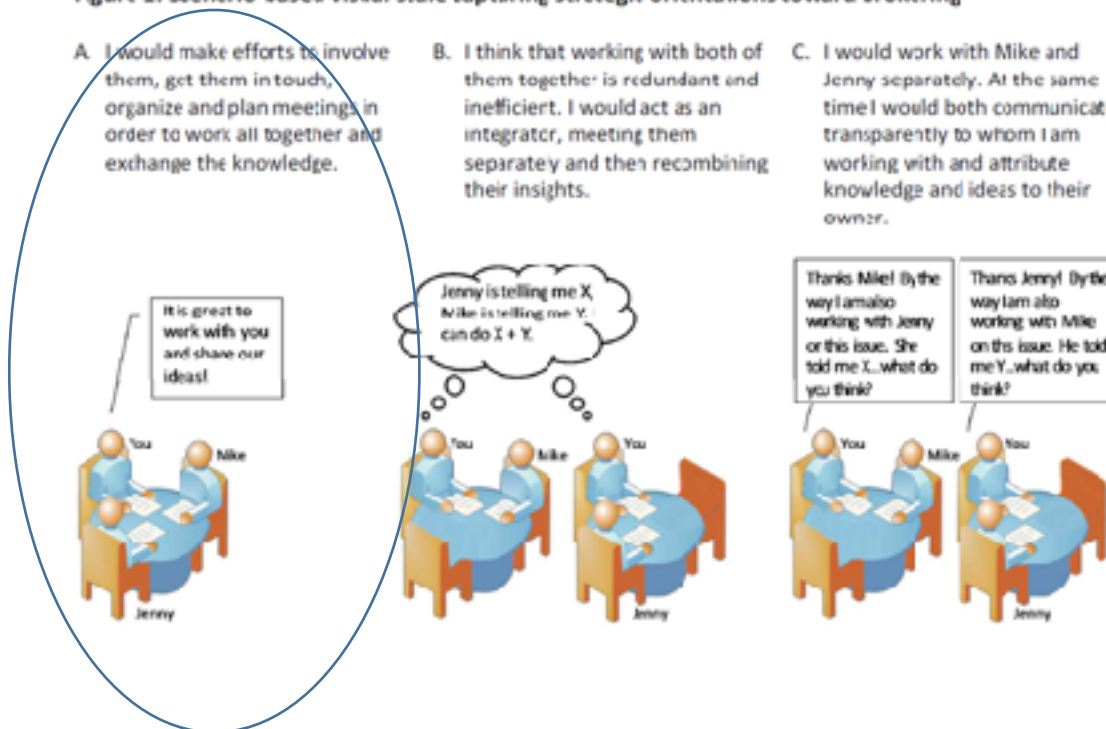


Recent Network-Related Research in Top Journals – Two Articles

Recent 1: Soda, G, Tortoriello, M., & Iorio, A. In Press. “Harvesting Value from Brokerage: Individual Strategic Orientation, Structural Holes, and Performance.” *Academy of Management Journal*

Abstract: In this paper we explore the mechanisms underpinning returns to brokerage positions by considering the role of individuals’ strategic orientation toward brokering. We conceptualize individuals’ strategic orientations in terms of arbitrating versus collaborating behaviors enacted when occupying a brokerage position. Leveraging a novel dataset collected in a global consumer product company, we theorize and find evidence for the fact that arbitrating and **collaborating orientations** [[a reference to the *tertius iungens* orientation]] have differential effects on the relationship between brokerage and performance, significantly impacting on individuals’ ability to extract value from brokerage. We discuss the implications of these findings for the structural analysis of informal networks in organizations.

Figure 1. Scenario-based visual scale capturing strategic orientations toward brokering



Recent 2: Quintane, E., & Carnabuci, G. "How Do Brokers Broker? *Tertius Gaudens*, *Tertius Iungens*, and the Temporality of Structural Holes." *Organization Science* 27: 1343-1360.

Abstract: *Organizational network research has demonstrated that multiple benefits accrue to people occupying brokerage positions. However, the extant literature offers scant evidence of the process postulated to drive such benefits (information brokerage) and therefore leaves unaddressed the question of how brokers broker. We address this gap by examining the information-brokerage interactions in which actors engage. We argue that the information-brokerage strategies of brokers differ in three critical ways from those of actors embedded in denser network positions. First, brokers more often broker information via short-term interactions with colleagues outside their network of long-term relationships, a process we label “unembedded brokerage.” Second, when they engage in unembedded brokerage, brokers are more likely than are actors in dense network positions to intermediate the flow of information between the brokered parties, consistent with a*

tertius gaudens strategy. Conversely, and third, when they broker information via their network of long-term ties embedded brokerage), brokers are more likely than are densely connected actors to facilitate a direct information exchange between the brokered parties, consistent with a tertius iungens strategy. Using a relational event model, we find support for our arguments in an empirical analysis of email communications among employees in a medium-sized, knowledge-intensive organization, as well as in a replication study. The theory and evidence we present advance a novel, temporal perspective on how brokers broker, which reconciles structural and process views of network brokerage. Our findings substantiate the notion of brokers as a dynamic force driving change in organizational networks, and they help to integrate within a unitary explanatory framework tertius iungens and tertius gaudens views of brokerage.