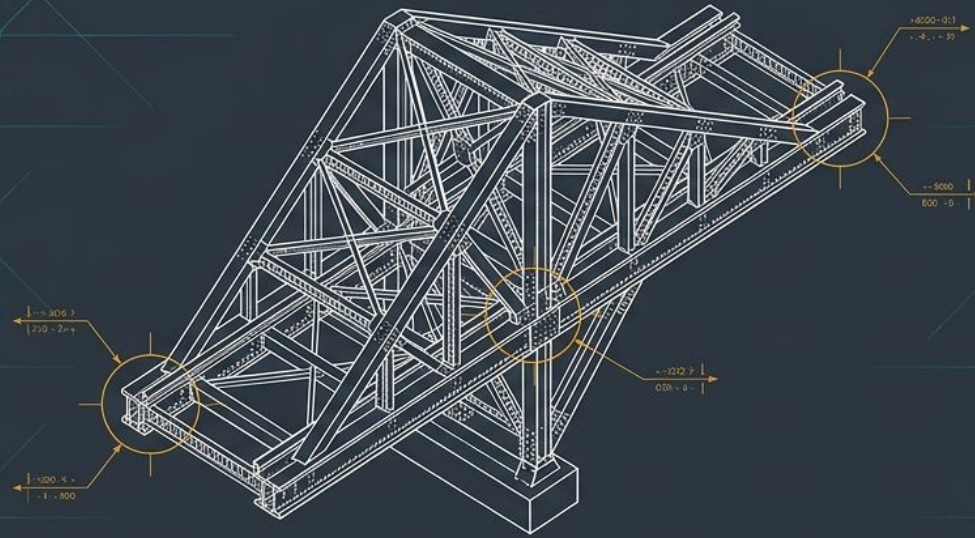




Reengineering the Knowledge Ecosystem

Bridging the Research-Practice Divide Through Systems Design

A Metastasized Crisis of Social Responsibility

Baseline: Anderson et al., 2001

The Legacy View: For decades, the divide was viewed as a localized issue of 'relevance' within fields like applied psychology and business education.



Contemporary Reality: 2024 Landscape

The Contemporary Reality: The gap is now a systemic crisis threatening the legitimacy of professional expertise, accelerated by public skepticism and generative AI.



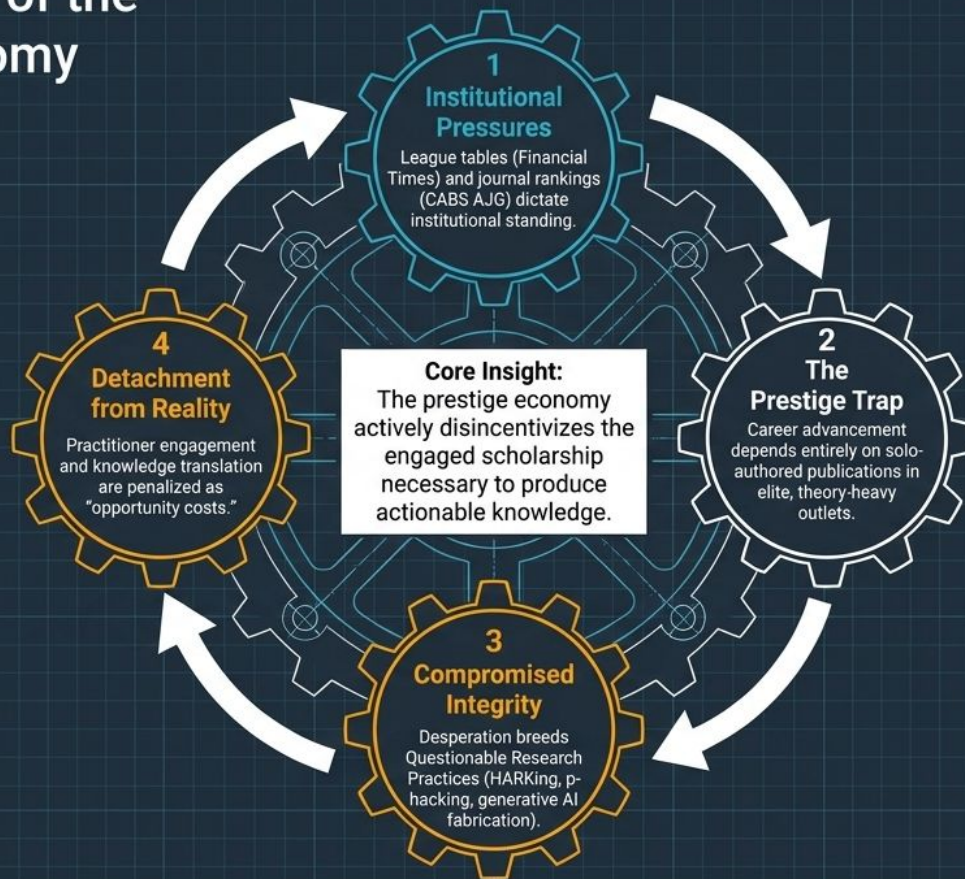
The Core Failure: An abdication of social responsibility where institutional pressures have inadvertently privileged theoretical elegance over practical utility.

The Stakeholder Disconnect: Misaligned Specifications

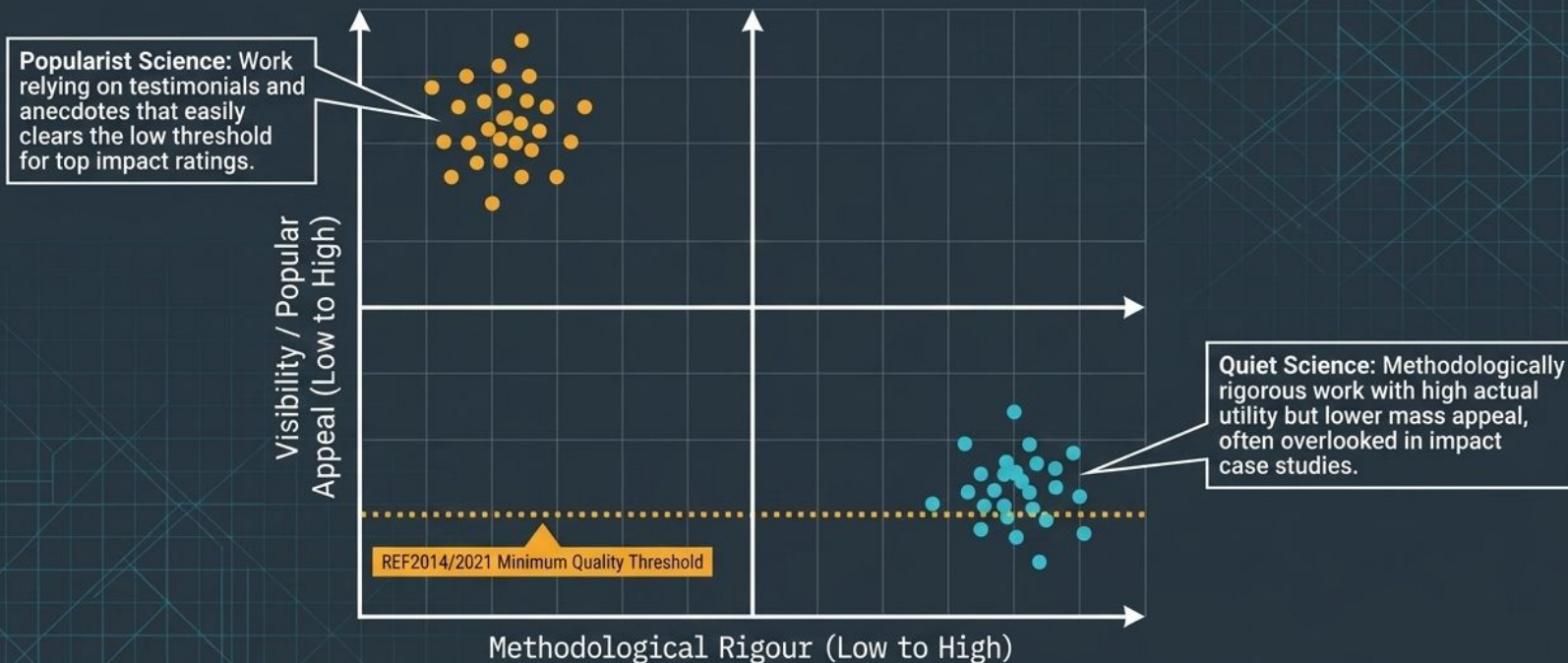
	Academic Researchers	Organizational Practitioners	Policymakers
Primary Goal	Theoretical contribution & methodological novelty	Immediate organizational performance	Societal scalability & generalizability
Temporal Need	Long-term (years)	Immediate (tomorrow)	Legislative cycles (months/years)
Linguistic Preference	Specialized, precise jargon	Accessible, action-oriented business language	Clear, non-technical policy summaries
Desired Output	Elite journal publications (CABS AJG)	Actionable frameworks & deployable tools	Broad evidence syntheses & meta-analyses

Conflating practitioners and policymakers guarantees knowledge products that satisfy neither constituency.

The Pathology of the Prestige Economy



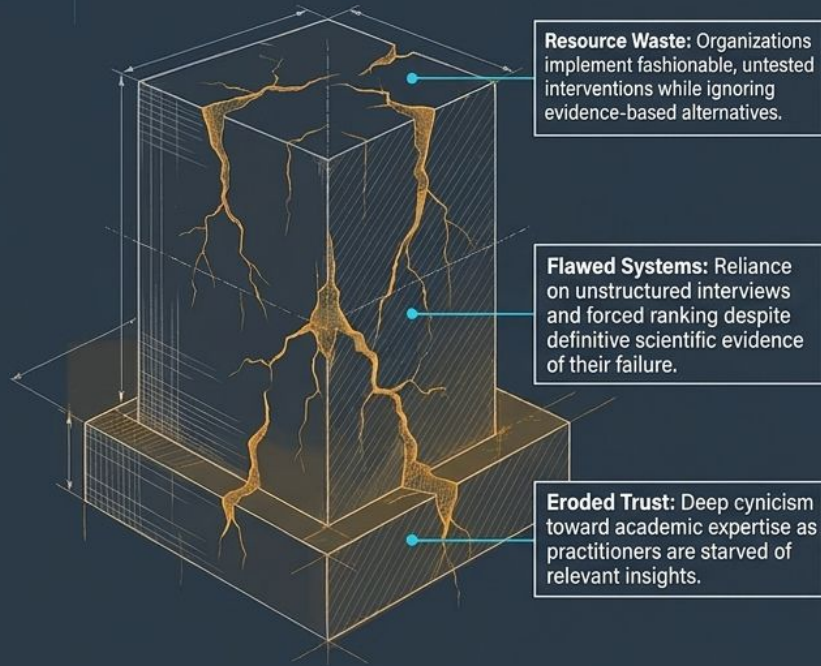
The 'Impact Illusion' Loophole



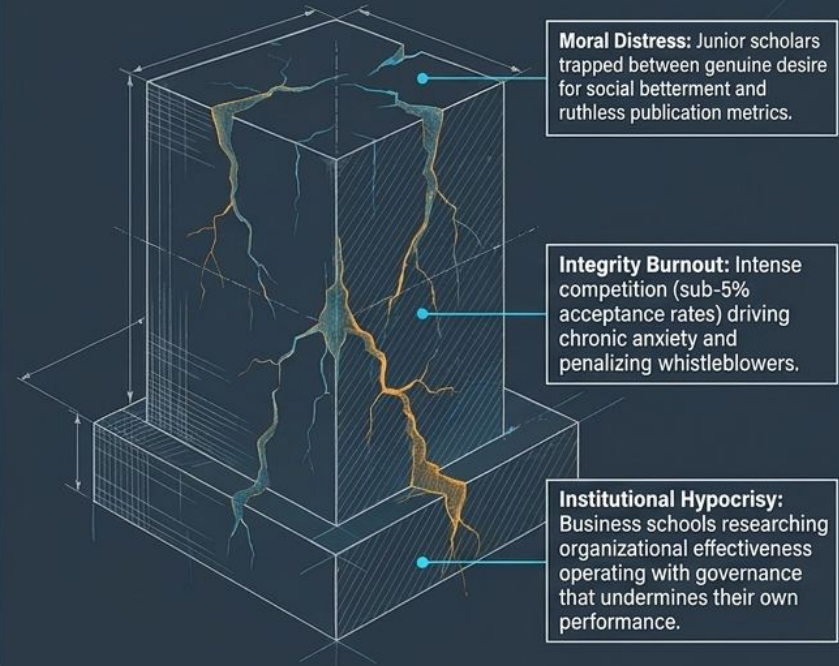
The Danger: REF2029 threatens to eliminate quality thresholds entirely, completely decoupling institutional 'impact' from scientific standards.

Collateral Damage: A System Defeating Its Own Actors

Organizational Impact (Practitioners)



Academic Impact (Researchers)





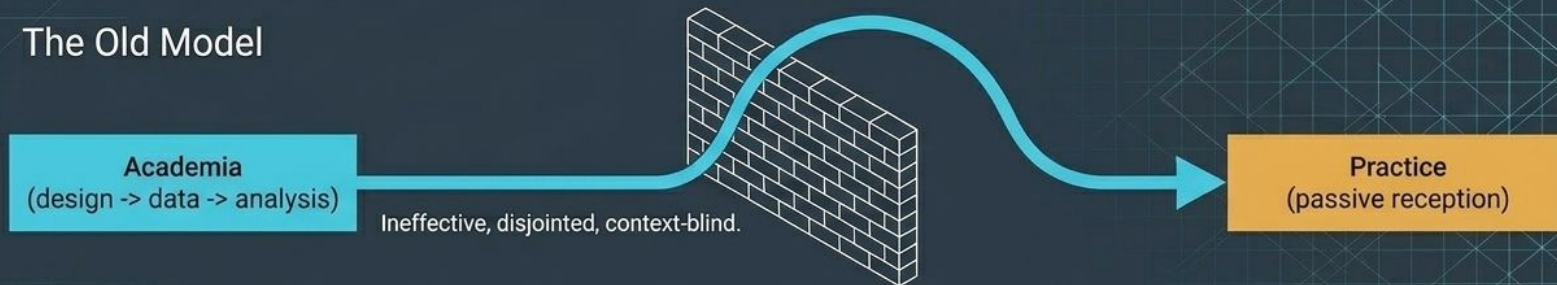
From Pathology to Engineering

We cannot solve systemic failures with individual blame. To bridge the divide, we must transition from demanding "relevance" to engineering an ecosystem where scientific rigour and real-world impact are structural complements.

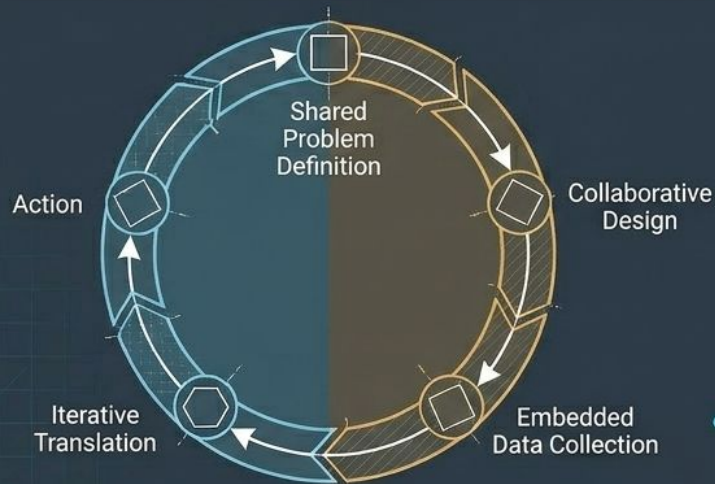
Introducing five evidence-based organizational responses
to rewire the knowledge ecosystem.

Pillar 1: Engaged Scholarship (Co-Production)

The Old Model

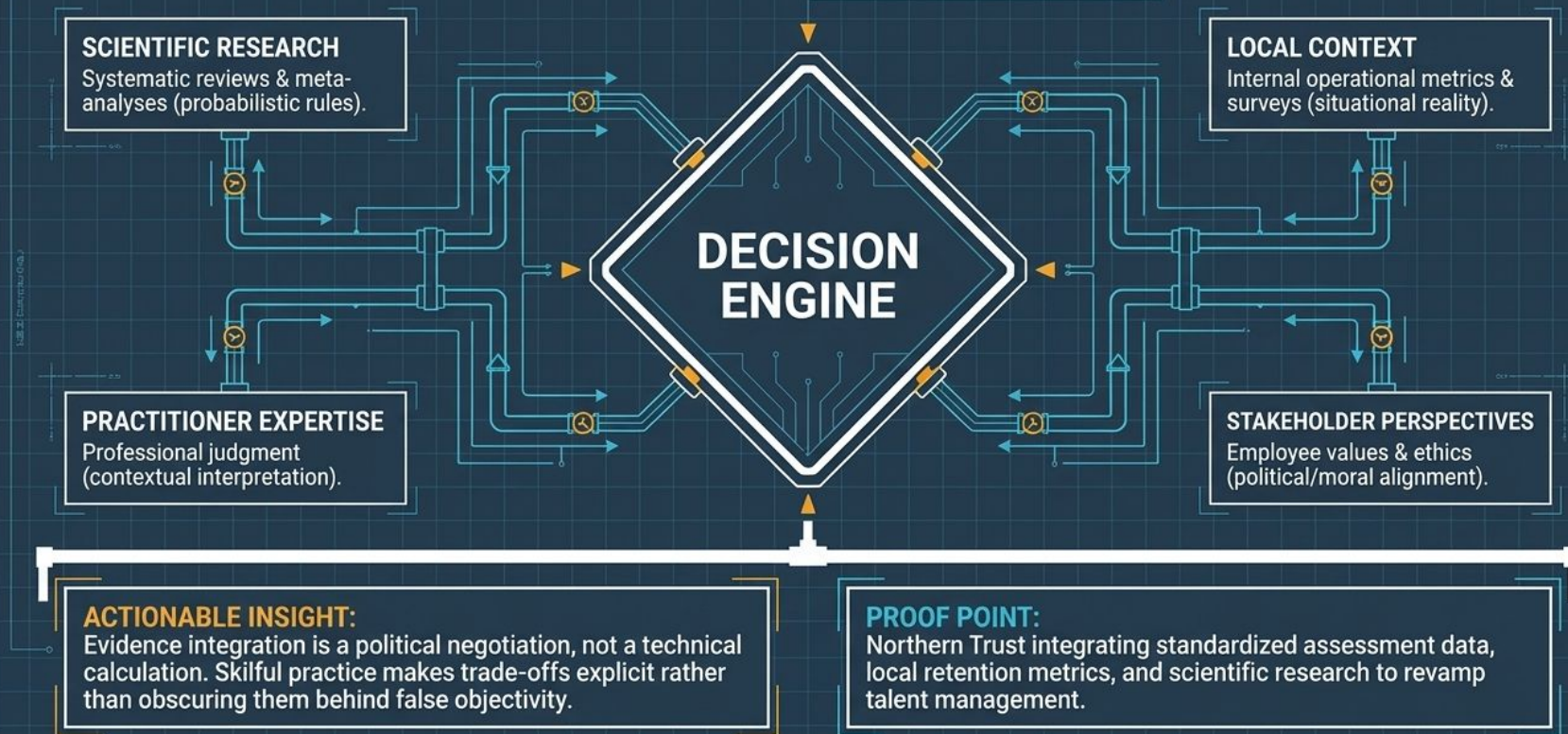


The New Model



Example: Rotterdam School of Management. Embedded researchers working via long-term, multi-year organizational partnerships, turning companies into learning laboratories for both science and practice.

Pillar 2: The Evidence Integration Engine



Pillar 3: Design Science (Engineering Better Organizations)

Natural Sciences: "What Is" (Simon, 1969)

Focuses on explaining existing organizational phenomena through archival data and observation.

The Design Shift:
Iterative testing in real organizational settings.

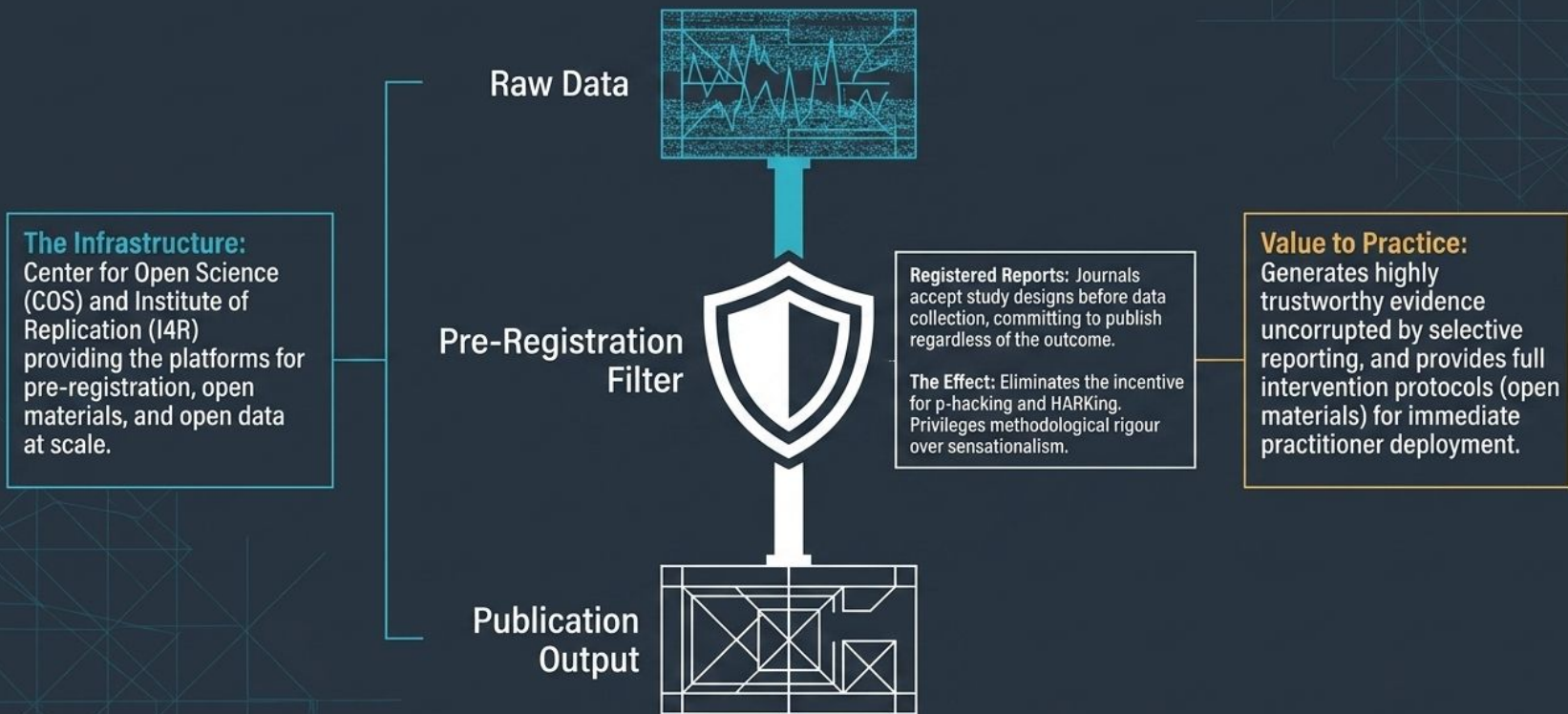
Sciences of the Artificial: "What Could Be"

Generates prescriptive knowledge:

- Design Principles: "If you want outcome Y in context C, implement feature X."
- Design Artefacts: Tangible tools, protocols, prototypes.

Proof Point: Philips Electronics collaborating with researchers not just to study innovation, but to design, implement, and test new innovation processes across business units.

Pillar 4: Open Science Infrastructure



Pillar 5: Rewiring Institutional Incentives



Narrative CVs

Replacing sheer publication volume with detailed descriptions of significant contributions.

Funding Mandates

UKRI requiring applicants to explicitly map pathways to end-user engagement.

Promotion Restructuring

Alliance Manchester Business School explicitly requiring faculty to demonstrate both scientific contribution and wider societal impact for promotion.

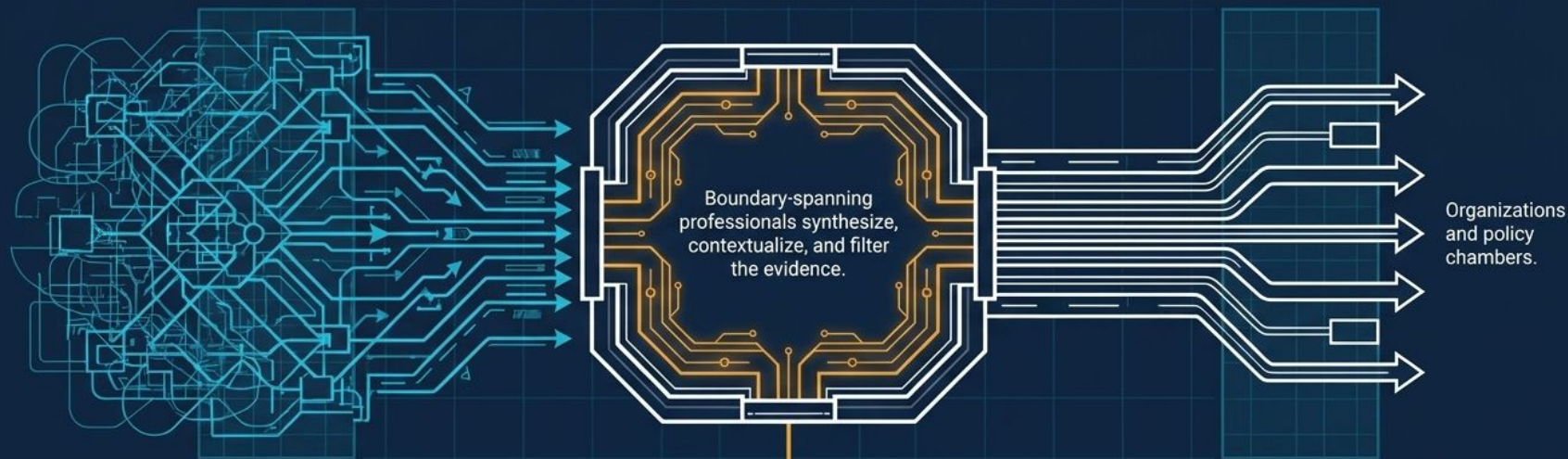
Guiding Frameworks: CoARA, DORA, and RRBM (Responsible Research in Business and Management) providing the normative frameworks to reject journal-level metrics as proxies for research quality.

Translational Infrastructure: The Broker Bridge

Systematic Reviews
& Meta-Analyses

The Knowledge
Intermediary

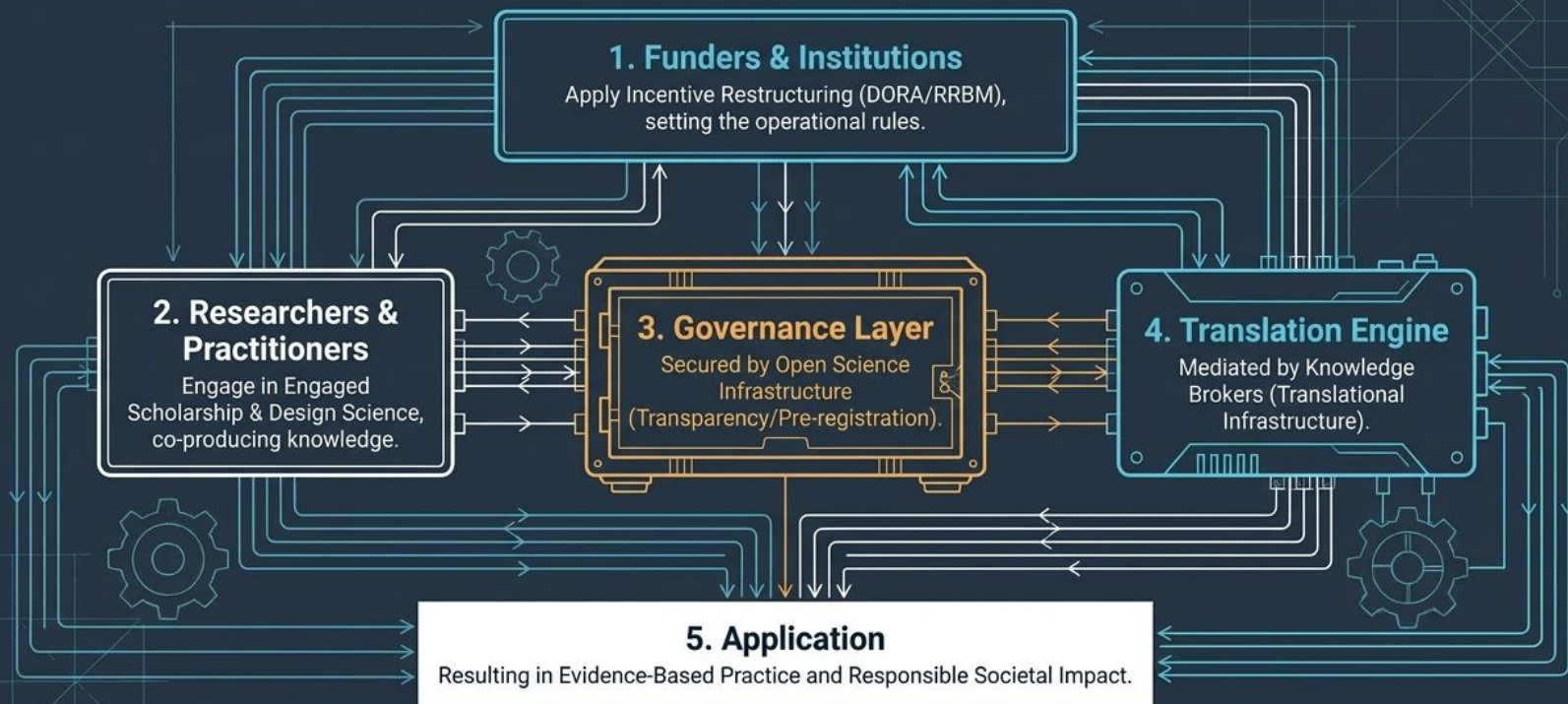
Accessible Briefings
& Decision Protocols



The Real-World Benchmark: The Campbell Collaboration.

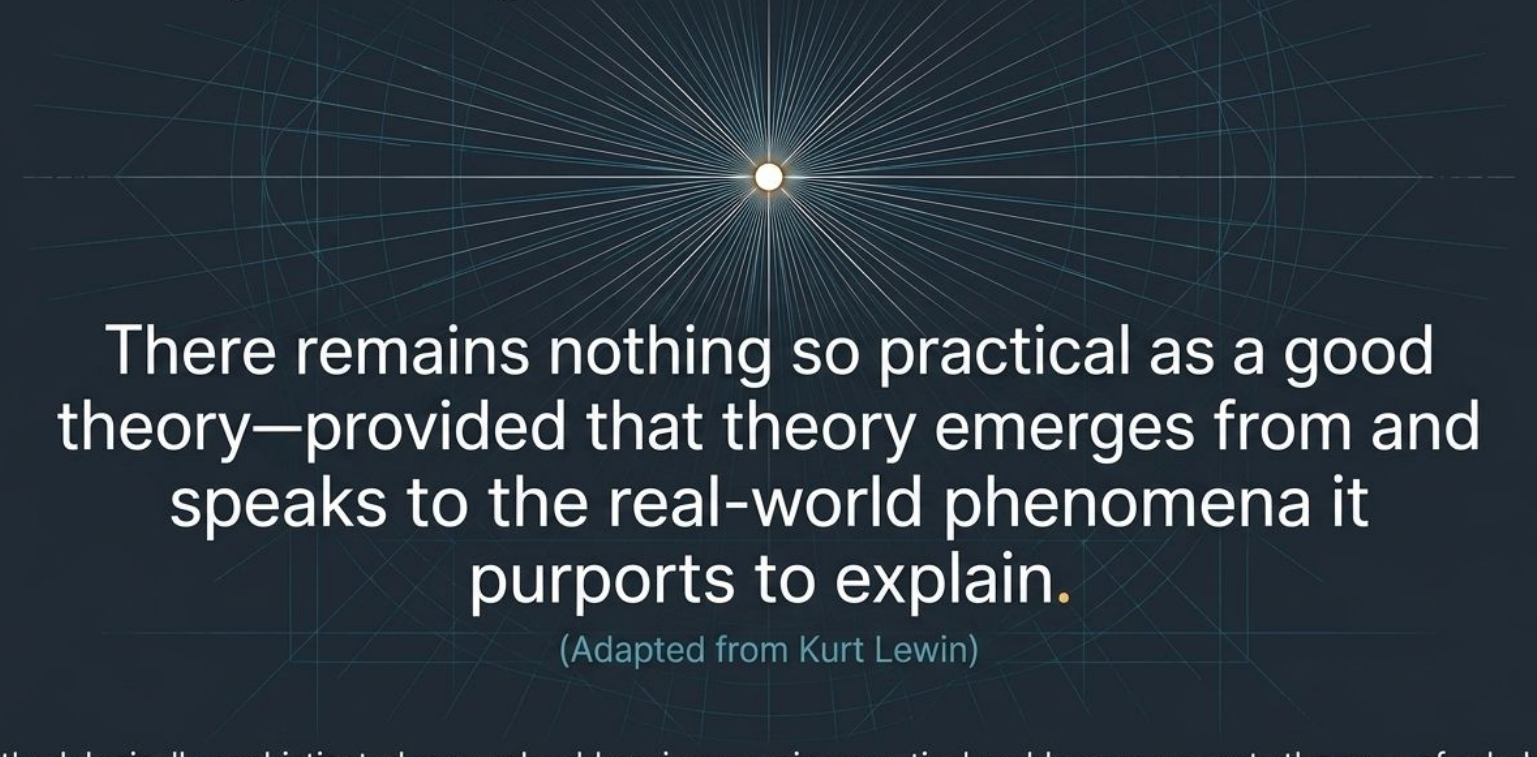
Specialized teams combining researchers and practitioners to synthesize evidence into technical reports for academia and brief summaries for decision-makers.

Synthesis: The Reimagined Knowledge Ecosystem



Core Message: These are not isolated initiatives. They are interlocking gears required to architect a virtuous cycle of rigorous, relevant applied psychology.

The Convergence of Rigour and Relevance



There remains nothing so practical as a good theory—provided that theory emerges from and speaks to the real-world phenomena it purports to explain.

(Adapted from Kurt Lewin)

Methodologically sophisticated research addressing pressing practical problems represents the apex of scholarly contribution. We must build the epistemological pluralism—and the institutional courage—to reward both.