CAPTURING ORGANIZATIONAL COMPASSION THROUGH PHOTOGRAPHIC METHODS

Timothy M. Madden, Laura T. Madden, and Anne D. Smith

ABSTRACT

This chapter highlights the value offered by photographic research methods to the study of organizational compassion. We demonstrate this potential by first briefly reviewing the history and usage of photographic research methods in the social sciences and the state of compassion research. We then describe how compassion emerged as a key theme in a field study that utilized photographic methods. From this, we identify four approaches that photographic research methods can be used to extend our understanding of compassion in organizations. Specifically, we clarify how this stream of research can be enhanced by the inclusion of photographic methods. We highlight critical research decisions and possible concerns in implementing photographic methods. The chapter concludes with additional organizational phenomena that would benefit from using a photographic methods approach.

The various methods gathered under the umbrella label of qualitative (Guba & Lincoln, 1994), defined as the study of "things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them" (Denzin & Lincoln, 2005, p. 3), offer many benefits through their ability to access, explore, and experience real organizational people and problems in rich detail (Van Maanen, 1979). As an example, photographic research methods—primarily qualitative methods through which researchers use photographs to elicit information during interviews and focus groups—often result in deep and nuanced data (Collier & Collier, 1986; Harper, 2005; Vince & Warren, 2012). Photographic

methodologies are well-suited to the exploration of new phenomena because they allow researchers to get close to the lived experience and organizational processes (Dion, 2007), attend simultaneously to the social and material world in organizations (Shortt & Warren, 2012), and offer the potential to "mine deeper shafts into a different part of human consciousness than do words-alone interviews" (Harper, 2002, p. 23). Organizational research has traditionally been dominated by a positivistic paradigm that focuses on theory evaluation through the use of quantitative methodologies (Lin, 1998; Sutton, 1997), whereas qualitative research offers the potential to build theory by illuminating underlying processes and causal mechanisms in specific contexts (Lee, 1999). Researchers developing theory may be particularly interested in the richness of the data gathered with qualitative methods (Edmondson & McManus, 2007) such as photographic methods. Qualitative research is thus well-matched to nascent literatures that require inductive study about a phenomenon to generate foundational knowledge (Edmondson & McManus, 2007).

One such nascent research stream that could benefit from photographic methodologies is organizational compassion (Rynes, Bartunek, Dutton, & Margolis, 2012). In its current state, compassion research within the organizational literature has generated many narratives of experiences of compassion in response to a specific tragedy (Dutton, Worline, Frost, & Lilius, 2006), as an organizational capability (Lilius et al., 2011b), or as an organizational capacity that an organization can develop (Madden, Duchon, Madden, & Plowman, 2012). These stories demonstrate that the common elements of the compassion process are the noticing of someone else's pain, empathizing with that person, and then responding in a way designed to lessen that pain (Kanov et al., 2004); however, because this process is so individualized, photographic methodologies offer researchers a chance to capture valuable new information about this process and the experience of compassion within organizations. In this chapter, we describe many potential benefits of designing organizational compassion research based on photographic methodologies.

In doing so, we offer several contributions. First, we show how photographic methodologies can create deeper responses during interviews and observations that may lead to surprising insights for theory. Second, by suggesting some of the insights that have been generated about compassion through photographic methodologies, we offer novel research ideas for this growing body of literature. The following sections provide background on the development and history of photographic methodologies and review the studies and methodologies that have contributed to our understanding of compassion within organizations. Subsequently, we describe some of the ways in which compassion has surfaced during our own field study using photograph elicitation. Finally, we describe possible studies that could benefit from the use of four forms of photographic methodologies to explore more targeted research questions related to organizational compassion and also offer a range of other organizational phenomena that could benefit from a photographic methods approach.

LITERATURE REVIEW

Photographic Methods in Organizational Research

The use of photographs in social scientific research has a rich history; particularly in anthropology and sociology (Banks, 2007; Harper, 2005; Wagner, 1979). In these disciplines, photographic research methods are used to convey the reality of the field setting and as a means to invoke a visceral reaction in the audience in a way that text alone cannot (Harper, 2002). In anthropology, photographic methods have continued to be an intrinsic part of in-depth ethnographic studies. Bateson and Mead (1942) used photographic methods to capture Balinese culture; in one set of photographs, they were able to capture the emotionally charged process of a trance (Stasz, 1979). In sociology, the early use of photographs was primarily to illustrate field settings and to shock and incite people to action by highlighting deplorable living and working conditions (Blackmar, 1897; Bushnell, 1902). The Farm Security Administration documentary in the 1930s captured the pathos of the depression; these photographers had an impact on the later growth in visual sociology (Banks, 2007). This type of field documentation in both sociology and anthropology has been criticized as privileging the researcher's view of reality, as well as the possibility of staging photographs and not allowing participant voices to be heard. Despite these shortcomings, this approach was able to portray a situation's pathos and elicit readers' emotions, both of which are essential to compassion research.

In the 1960s, use of photographs in field research began to shift its focus from readers of published images attached to field studies to photographs that are shared with research participants. Anthropologists Collier and Collier (1986, p. 131) recognized that

> …photographs are charged with psychological and highly emotional elements and symbols… [but offered that] the only way we can use the full record of the camera is through the projective interpretation by the native.

They introduced photo-elicitation approaches, which included native interpretations of the meaning of photographs, and found a profound richness in the field participant's explanation and reaction to photographs they had taken of their society or family. Reflecting an interpretive turn in sociology, Becker (1974) called for more use of photographic methods and inclusion of the participants' voice. Visual sociology and anthropology's use of photographic methods has grown rapidly since the 1970s (Banks, 2007; Margolis & Pauwels, 2011; Prosser, 1998), but these approaches have not been fully incorporated into studies of management and organizations despite calls for inclusion to understand organizational life (Meyer, 1991).

Photographic methods in management research have faced slow adoption (Ray & Smith, 2012), although, similar to the early studies in sociology, a few

journal articles have included them, mostly to illustrate field settings (e.g., Dacin, Munir, & Tracey, 2010). A few exceptional studies have used photographic approaches, such as a study that allowed participants to see and comment on their role in an organizational process (Buchanan, 2001). Another study had participants take photographs of how knowledge is shared in their organizations and then discuss their photos as a group (Petersen & Østergaard, 2004). Other researchers have tried to get at the lived experience of participants, such as individual sensemaking of retail spaces (Venkatraman & Nelson, 2008), but still only a few studies of organizational elements have used photographic methods.

One of the most promising lines of photographic approaches in organizational research is the ability to capture elements of corporate culture by having organizational participants take photographs. For instance, Warren (2002) examined individual feelings in the workplace; she engaged in an ethnographic study of a high tech firm and asked participants to take photographs of "what does it feel like to work here?" Warren (2002, p. 230) argues that

> …in order to explore the relationship between the feel, sights, smells, and tastes of the organizational setting and the people who work there, surely a more "sensually complete" methodology than a narrow and limiting focus on those aspects of organization which can be spoken or written down is demanded.

Through the use of the tech workers' photographs as the focal point of the semistructured interviews, Warren (2002, p. 242) is able to examine aspects of organizational life such as emotions that would otherwise be difficult to capture, much less discussed, because of their "tacit, intangible, and largely ineffable nature." For these reasons, photographic methods are well-suited to address the growing research interest in the organizationally-relevant social phenomenon of compassion.

Compassion in Organizational Research

At the individual level, compassion is a three-stage social process that involves noticing the suffering of another person, followed by feeling a sense of empathy with that person, and then engaging in a response in an attempt to alleviate the other person's suffering (Clark, 1997). Compassion is described as an innate human response to another's suffering (Frost et al., 2006, pp. 843–866), and this three-stage process, notice–feel–respond, forms the foundation of organizational compassion (Kanov et al., 2004) and how organizational members respond to each other following the personal tragedy of another member (Dutton et al., 2006; Lilius et al., 2011a; Madden et al., 2012). Experiencing compassion at work is positive for organizations, namely, it has been associated with reduced employee turnover (Lilius et al., 2011b) and deeper affective commitment (Lilius et al., 2008). Additionally, employees have been found to be attracted to and remain in particularly compassionate work units (Frost, Dutton, Worline, & Wilson, 2000) even if the organization itself is not seen as equally compassionate.

At the organizational level, compassion is a collective process through which individual efforts coalesce into organization-wide expressions of compassion

(Kanov et al., 2004). Examples of organizational compassion from this research include a university-wide response to students affected by an apartment fire (Dutton et al., 2006), company responses to organizational members and their families following a terrorist attack (Dutton, Frost, Worline, Lilius, & Kanov, 2002), and compassionate responses from a work unit that had institutionalized compassion and care for its members as a core value (Lilius et al., 2011b). Organizational compassion has been examined as the product of endogenous resourcing (Dutton et al., 2006), everyday routines and practices (Lilius et al., 2011b), and emergence (Madden et al., 2012). With repeated use, compassion becomes a reliable capability of the organization (Lilius et al., 2011b) to be employed as a buffer in the face of less-severe instances of suffering (Cameron, Bright, & Caza, 2004).

Despite this surge in interest over the past 10 years, organizational compassion still meets several criteria for description as a nascent research area (Edmondson & McManus, 2007). The majority of the studies within this stream have been qualitative in nature, with open-ended research questions, such as "What are the foundations of this unit's compassion capability?" (Lilius et al., 2011b, p. 878). Most data gathering has occurred through narrative analysis (Lilius et al., 2008) or interviews and documents obtained through site visits (Dutton et al., 2002; Frost et al., 2000), and constructs are typically new, with few or no formal measures (Lilius et al., 2011b), and often described as "exploratory" (Lilius et al., 2008, p. 213; Lilius et al., 2011b, p. 877).

As research streams mature, with better-defined constructs and measures, research questions become more directed at testing specific hypotheses through the use of quantitative data and validated measures or scales in an attempt to generalize the findings beyond the sample (Edmondson & McManus, 2007). Compassion research is not yet at this stage because many large questions still require qualitative methods. Photo elicitation allows specific participants from specific contexts to provide key insights into their thought processes, their organization, and how they experience the presence (Dutton et al., 2002; Kanov et al., 2004) or absence (Frost et al., 2000; Lilius et al., 2008) of compassion in their daily lives. Because researching compassion may involve relating intensely personal experiences of pain and suffering (Frost et al., 2000; Lilius et al., 2011b), researchers are less likely to want to ask direct interview questions as a way of relating to participants. Therefore, photo elicitation, in which photographs are the central focus of the field interview, is well-matched to study organizational compassion. Although participants may feel uncomfortable responding to direct questions from an interviewer, photo elicitation may generate deeper insights than interviews alone. We suggest that before compassion researchers jump directly from narrative analysis to formal hypothesis testing, novel qualitative methods such as photo elicitation may contribute to our understanding of how compassion develops and is expressed within organizations.

Finding Compassion in a Field Study

Organizational compassion research has yet to incorporate photographs, but photographic approaches would complement field research, which we discovered

serendipitously during an in-depth field study. One author investigated the culture of a medium-sized manufacturing firm that primarily designs and fabricates postoperative surgical garments. The intent of this research was to understand the strategy practices to manage a rapidly growing firm. An important finding of the research was that the workers articulated acts of compassion that were closely linked with their willingness to stay at the firm. The resulting low turnover rate allows this firm to manage rapid growth with a clear, well-understood strategic vision and efficient execution.

This field research used interviews with more than half of the 80 organizational members and photographs of the organizational workplace over three years. Originally, the researcher had planned to take photographs of the organization and conduct photo-elicitation interviews with the participants, in an approach similar to Collier and Collier (1986). It was soon clear that the researcher-generated photographs were not meaningful to the organizational members; instead, the researcher listened during interviews to participants' stories and, in response, took photographs of organizational elements they pointed out as important. Each sewing operator who was interviewed had a story of compassion about the organization and its founders, including how the founder had reached out to workers during a difficult time to help them out by paying for a plane ticket or lawyer fees for a family member to immigrate to the United States. Many organizational members stated that if anything happened to them, they knew that the founders would reach out and take care of their families.

Compassion can be seen in this organization in the relationships between the founders and their employees as well as in stories about how the organization reached out to the community. Even before the firm was profitable, it formed a foundation to provide resources to needy families in the community. Funds provided by this foundation helped with the relocation of Bosnian refugees. Furthermore, the firm highlighted its support of several community organizations with artifacts such as thank you letters placed in a central place in the plant (see Exhibit 1). A clerk who had worked for the firm for over a decade shared how the foundation allowed her to touch the lives of others:

> I have gotten the biggest thrill out of helping people I know, taking [them] shopping. …We've gotten groceries, awesome things, and … still do it, every Christmas, last year I helped a family, I know this family, he had lost his job and she lost her job … cut in pay, barely managing, making it, and I got the oldest son …[he is a] good student football player and all he wanted a new pair of boots, and I got him a pair of boots – my heart does a double take every time I see him with the boots… powerful what they [the company founders] have done.

During this interview, the clerk showed the researcher a box with unpackaged garments in it (see Exhibit 2). She explained that these were garments from a fashion show and could not be sold. Instead of disposing them, the company was paying for them to be shipped to a hospital in Africa for burn victims. This aspect of compassion was captured not only in interviews but also in photographs that emerged from the interviews. For instance, one day when the researcher happened to be present, a sewing operator brought in her young nephew who had

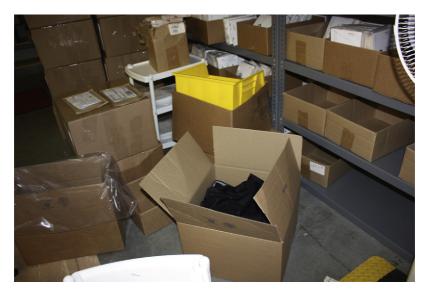*Exhibit 1.*   Reaching out to the Local Community.

Exhibit 2.   Reaching out Globally: Box of Garments to Send to Burn
Patients in African Hospital.

been burned. The nephew was being measured to have a special garment made to
help in his healing and, more importantly, his comfort (see Exhibit 3). This form
of everyday compassion was a key aspect of their culture that was tied to low
employee turnover; the photographs were able to capture glimpses and symbols

Exhibit 3.   Reaching out to Employees: Making Fitted Garment for
Employee's Nephew.

of their compassion in a way that provided an enduring reminder to internal and external organizational stakeholders.

This field study revealed that compassion was an important element of this culture that helped in employee retention as well as showing that compassion could be captured in photographs. Below, we suggest ways in photographic methods can be used to research compassion following specific events and as a key value in organizational culture.

STUDYING COMPASSION THROUGH PHOTOS

Based on its potential to contribute to organizational compassion research, we suggest four future studies through which photo elicitation could be used to study compassion. Findings from these studies could benefit researchers and managers interested in the impact of compassion on their organization's culture, improve our understanding of how organizational members respond to acts of compassion around them, and elaborate the benefits that employees perceive from receiving compassion during times of suffering. Table 1 depicts the four studies that could be generated by examining two types of compassion through the two methods of photo elicitation.

Researcher Photograph Study of Compassion as an Event

Proposed Study 1: In order to study a single instance of organizational compassion, researchers could compile archival images related to the timeline of

Table 1. Proposed Compassion Research Studies Using Photographic Methods.

	Researcher Photographs	Participant Photographs
Compassion as event	*Proposed Study 1* Research question: How has this event affected culture and compassion in the workplace? Decisions: Researcher selects archival photos. Individual or group interviews?	*Proposed Study 2* Research question: How has this event affected culture and compassion in the workplace? Decisions: Will participants share their selected archival photos or create new photos? Individual or group interviews?
Compassion as element of culture	*Proposed Study 3* Research question: Is compassion an important element of a workplace? Decisions: Researcher selects own photographs from the organization or use archival or staged photographs that depict some element of compassion (or lack of compassion). Individual or group interviews?	*Proposed Study 4* Research question: How do organizational members understand compassion in their workplace? Decisions: Equipment (disposable camera or cell phones) Statement to guide picture taking (need to pretest). Will the researcher sort pictures or the participant? What will the role of the researcher be (passive time keeper or active moderator) in a group elicitation session?

an event reported by an organization or work unit. Researchers could then interview individuals alone or in focus groups about how the process of compassion unfolded in the face of this event. If the researchers use focus groups, selecting participants at the same level or tenure in the organization to corroborate sequences could enhance the validity of particular interpretations surrounding the incident in question; for example, people new to the organization may have a different understanding of how compassion is related to a particular event. Whether interviewing individuals or groups, the researcher can either take a more involved approach to probe for responses to specific questions or take a more hands-off approach by recording the conversation of group members who talk to each other for a period of time. Another possible variant on this approach would be to have a retrospective on an event some years after its occurrence by placing salient images of compassion on an organizational blog or intranet and allowing organizational members to respond in writing, possibly anonymously, with their reactions to the photos.

One of the shortcomings of this approach is that key images, perhaps organizational members' personal photographs, may be missed when researchers select archival images for the participants to discuss. Another potential hazard of this approach is that it may be emotionally consuming or damaging to either the organizational member or to the researcher, raising a number of potential concerns for human subjects research. Strengths of this approach include investigators'

ability to understand how a sequence of compassionate events over the course of weeks, months, or years unfolded as well as a glimpse into how organizational members have made sense of compassion as a facet of their organization's culture. One question to consider with this approach is whether or not compassion has become an institutionalized value following a particular tragedy or if the response was short-lived without any lasting effects beyond addressing the immediate needs of a suffering co-worker.

Participant Photograph Study of Compassion as an Event

Proposed Study 2: The use of participant-provided photographs in response to a single incident of organizational compassion occurs when a researcher invites individuals to provide their own photos of an event or its outcome to the researcher. Participant-provided photographs may come from archival sources such as scrapbooks or photo albums or more contemporary sources such as an assignment where participants are asked to use a camera to document how they believe that this particular incident of organizational compassion has affected the organization. Participants may return from this assignment with images that show a great deal of change or images that show little change despite a major outpouring of compassion for a suffering colleague.

One shortcoming of using participant-provided photographs is that this type of study is likely best suited to individual interviews without a group setting due to the personal nature of these photos, especially if they are owned by the individual(s) who received the organizational compassion. In these cases, the research team may need additional training to handle the emotional impact of this approach. As well, the number of individual interviews will substantially increase the researchers' time in the field as compared to the previously discussed focus group approach. Finally, any researcher analysis of the photographs should be shared with the participants.

Researcher Photograph Study of Compassion as an Element of Organizational Culture

Proposed Study 3: In a project aimed at uncovering rich, interview-based information about compassion as an element of organizational compassion in which researchers create or choose the photographs, researchers would begin with archival photographs or images taken by researchers that depict organizational symbols of compassion in addition to enduring artifacts from prior or ongoing compassionate responses. Additionally, participants might direct researchers toward these images during periods in which the researchers are observing organizational life or conducting informal conversations with participants about particular artifacts or observed behaviors. The images generated for this kind of project could include pictures of cards for a co-worker whose parent recently passed away, boxes used to gather and deliver homemade food for a colleague undergoing chemotherapy, or even thank you notes from the recipients of such compassionate gestures to their officemates. Researchers could take photographs

from the work site and then ask participants to explain what those images represent to them. An organization could also gauge impressions of compassion as a facet of organizational culture through an anonymous online photo survey that only identifies the unit of a respondent and presents the respondent with archival photographs of different scenes. Comments on each photograph could be analyzed for internally consistent patterns and comparisons could be made across units to identify different rates of employee turnover, sales growth, or other unit measures.

This process would elicit insights about the presence of compassion in the workplace and may be more likely for participants to respond and provide deeper insights than a battery of survey items. As before, researchers could conduct the elicitation with individual participants or with a focus group of participants from the same work unit or in a group from the same unit. This type of study would allow each organizational member's voice to be heard and enables a comparison across units. Although a focus group may provide more background and meaning about each photo, researchers should be careful to ensure that participants all come from similar organizational backgrounds to ensure that individual responses to the photos are uninhibited; for instance, the power distance that could exist between a CEO and a frontline employee might lead to a focus group session dominated by the CEO's interpretation of the organization's culture, which the frontline employee may be reticent to add to despite having a different viewpoint on the same organization's culture. After conducting a series of interviews with different organizational members, the researchers would compile the interview data for analysis of patterns across and within units of an organization. Researchers could also to compile these findings into an executive summary to share insights about the company's culture and compassion with the research participants for their review (Locke & Velamuri, 2009).

A shortcoming of this type of study is that researcher-selected photographs may not be meaningful for participants. To overcome this limitation, researchers should consider the perceived significance of their photos to participants before embarking on a study of this nature. Furthermore, this approach can be time-consuming and expensive. Although archival photos can generate discussion during interviews and focus groups, finding and obtaining permissions to use potentially copyrighted photographs from the popular press can be a lengthy and costly process. Despite these costs, using researcher-selected photographs can provide participants with a glimpse of how outsiders interpret organizational culture and can provide researchers with rich data from inside the firm about how participants interpret organizational items on public display.

Participant Photograph Study of Compassion as an Element of Organizational Culture

Proposed Study 4: To identify enduring cultural aspects of organizational compassion through participant-provided photographs, members could use cameras, either disposable or those already in their cellular phones, to take photographs of their culture. Participants would be given specific directions about

what photographs to take and how to provide them to the researchers. Once the photographs are taken, researchers can choose which photos to discuss with organizational members either individually or in groups.

The researchers could identify similar photographs or patterns and then arrange these in group sessions for discussion. Having photographs from across different organizational units could aid comparisons. If different aspects of compassion are captured, these photographs are then grouped together for discussion. Once the photographs are grouped into categories, a group interview may result in deeper insights than interviewing alone because responding to photographs as a group can clarify thoughts and provide more depth and memory than individual interviews. A variant on this approach that an organization could undertake is what is referred to as a photovoice approach (Mitchell, 2011) to highlight the voice of marginalized organizational groups such as administrative staff, janitors, or part-time employees. In this approach, after the interviews are completed, the researcher selects photographs and quotes and provides feedback to those employees interviewed as possible management of the organization.

One consideration of this approach is the added time commitment of pilot testing. Researchers should pose their research question to a trial group of organization members to make sure that they understand the type of photographs to take. A possible shortcoming is that participants do not always take the task of photography seriously because it may seem like more of a fun activity than serious research. Even though the organizational members are asked to bring back meaningful photos, they may not produce usable data. This approach can also take a tremendous amount of time for the researchers, especially in selecting individuals for group elicitation and conducting interviews. Despite these shortcomings, allowing organizational members to create their own photographs that demonstrate organizational compassion and then discuss it with the researcher and other organizational members has the ability to lead to new theoretical insights about compassion and culture.

DISCUSSION

Photographic methodologies allow researchers to capture voices and stories from organizational members about a variety of topics including compassion and can thus provide value in several important ways. First, photographic methods allow the researchers to get close to lived experience of the organization and allow organizational members to tell their stories spontaneously (Collier & Collier, 1986). Photographs made by participants have the ability to "mine deeper shafts into a different part of human consciousness than do words-alone interviews" (Harper, 2002, p. 23). Second, organizational members may enjoy participating in this type of research, especially if they are given the task of taking pictures of their organization. Many participants have noted how enjoyable it is to take photographs and, according to several researchers, this involvement has improved their involvement and insights (Warren, 2002).

Risks and Caveats of Compassion Research

Whether photographs are archival, taken by a researcher, or taken by a participant, interviewing someone about compassion—either a specific event or in general in the culture—can be sensitive and intense. Interviewing with a photograph between a researcher and field participation can reduce the perceived power between the two people and allow the participant to relax, share more, and be more involved in collaboration. The main difficulty in implementing photographic methods in compassion research is that it may heighten the emotions beyond that of interviews alone or another aspect of an organization's culture. In fact, Collier and Collier (1986, p. 131) noted this in their research:

> Photographs are charged with unexpected emotional material that triggers intense feeling and divulges truth. It is probably more difficult to lie about a photograph than to lie in answer to a verbal question, for photographic scenes can cause intense feelings that are revealed by behavior, flushed faces, tense silence or verbal outbursts…The most innocent picture can create an explosion that changes the whole character of the interview.

Furthermore, we risk "insensitive intrusion with the camera," especially in studying compassion around particular events (Collier & Collier, 1986, p. 133). The emotional nature of photographic research methods (Collier & Collier, 1986), coupled with sensitive topics such as compassion, may also result in painful emotional labor (Hochschild, 1983) for researchers who are unprepared to deal with emotionally charged responses from participants. Asking participants to remember back to times of immense personal pain or to confront photographs that vividly remind them of sorrow places a tremendous burden on researchers as well as participants; thus, while the main concern of protecting human subjects centers around preventing harm to participants, researchers working on these types of topics with these types of methods may find themselves doubly at risk for "compassion stress" (Rager, 2005, p. 423).

Extending Photographic Methods Beyond Organizational Compassion

Against the backdrop of exploring organizational compassion, this level of participant involvement provides avenues for exploring other intangible concepts that permeate organizational life, including emotions, fairness, justice, and commitment. This method is suited to questions that seek to include a variety of voices in the conversation and it provides avenues for insights at various levels of analysis. Photographic methods can illuminate new findings in micro-level phenomena such as ethics, emotions, assumptions, decision-making, and individual practices (Chen, Treviño, & Humphrey, 2020). These inherently nebulous concepts can be made more concrete by using images of what they represent in facilitated interviews.

Additionally, photographic methods can drive discussions about meso-level phenomena such as leadership, loyalty, teamwork, and social structures. For example, research agendas that specifically look at differences between family- and nonfamily members within family businesses (Gottschalck, Guenther, & Kellermanns, 2019; Vincent Ponroy, Lê, & Pradies, 2019) may find photography

a useful way to elicit responses from employees in both camps. Additionally, the concept of trust in and between organizations (Connelly, Crook, Combs, Ketchen, & Aguinis, 2018; Poppo, Zhou, & Li, 2016) can be more fully understood when participants are invited to create their own images of trust, either as it has been built or breached (Ferrin, Cooper, Dirks, & Kim, 2018).

Finally, photographic methods can provide a way for individuals to provide their input and insights on macro-level topics such as strategic change, industry dynamism, and firm rivalry. These concepts are typically the purview of executives and top managers (Nadkarni, Chen, & Chen, 2016; Wowak, Mannor, Arrfelt, & McNamara, 2016) however, there may be untapped insights from employees at other levels in the organizational hierarchy. By inviting participants to use photographs to illustrate concepts such as trust and dynamism, researchers and practitioners alike may discover untapped sources of empirical insight and theoretical inspiration. Table 2 provides an overview of other potential organizational phenomena that would benefit from photographic methods, their typical level of analysis, and potential research questions that participant- or researcher-generated photographs could begin to answer.

Table 2. Other Avenues for Photographic Research Methods.

Phenomenon	Level of Analysis	Research Questions
Loyalty and turnover	Micro	(1) What aspects of this organization demonstrate mutual loyalty between employees and the firm? (2) What unspoken employee issues are driving turnover in this firm or this field?
Emotions and cognitions	Micro	(1) What principles or elements guide ethical behavior? (2) What unchallenged assumptions drive decision-making?
Trust	Meso	(1) How is trust built or breached between organizational members? (2) How is trust built or breached between employees and the organization itself?
Family business issues	Meso	(1) What cues and signals do family- and nonfamily business members identify with? (2) How do nonfamily members see themselves in a family business?
Industry dynamism	Macro	(1) How has this business changed in the last [X] year time period? (2) What issues are likely to arise in the next [X] year time period?
Rivalry	Macro	(1) What elements of competition distinguish between successful and unsuccessful rivals in this industry? (2) What blind spots are executives overlooking?

CONCLUSION

At its core, compassion is an emotional and personal topic grounded in idiosyncratic needs and spontaneous responses (Frost et al., 2000). The inevitable yet unpredictable nature of human suffering means that pain is a constant aspect of life and organizational members constantly cope with a variety of personal tragedies. Photo elicitation has the ability to contribute to our understanding of how organizations care for their members during their darkest times and inform our theories of care, compassion, and culture.

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