

# Stakeholder thinking & context sensitivity Notes

TOPIC: The Impact of Context

SOURCE: Johns (2006) - The Essential Impact of Context on Organizational Behavior

## KEY CONCEPTS:

Context is often treated as "noise" or control variables in OB research, but it should be central.

### 1. Omnibus Context

The broad environment (Who, What, Where, When).

### 2. Discrete Context

Specific task, social, and physical variables that influence behavior.

### 3. Context Effects

- Context as a Main Effect: Directly drives behavior.
- Context as a Moderator: Changes the relationship between X and Y.
- Context as a Mediator: Explains why X leads to Y.

## APPLICATION:

In my research design, I must not strip away context to find "universal laws," but explicitly model how the specific context shapes the phenomenon.