

# The Career Forum

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## INTRODUCTION

Dear Careers Division Members,

As you approach the new year, I hope you find a moment to review this issue of our newsletter and take away something meaningful as we cover news and updates from our executive committee and members, calls for papers from journals, and other timely and useful information!

Our division chair's message is particularly inspiring, as it reflects how hard the team has been working to make our division stand out. I am inspired by the innovative initiatives and activities that have been taking place despite all the continued changes post-pandemic and the challenges imposed on our officers and members. Our division chair-elect's letter is exciting as it reports a summary of the 2022 AOM conference program with its diverse content areas and activities. Our program and PDW chairs' messages cover important details about the 2023 AOM conference, inviting you to submit papers, symposia, and PDW proposals and helping you know what to expect. Finally, the message from our past division chair wraps up the news from the executive committee with such a positive vibe, reminding all of us how lucky we are to be part of the CAR division community.

Another highlight of this issue is our fifth



"Member Spotlight," which features two outstanding CAR division members and scholars. I am sure you will enjoy getting to know them better by reading the account they have generously shared with us. Please look at the "resource corner" section for very useful guidelines for reviewing, the "did you know that" section, and the different calls for papers included in this issue.

I want to thank the executive committee again and again for their persistent and hard work for the division. And, of course, I appreciate those of you who sent your contributions and inputs for the newsletter. I look forward to receiving more information from you for the next issue! Feel free to reach out to me at any time and share your news and suggestions.

I close with best wishes for all of you, readers of Career Forum. I hope you are healthy and safe during this holiday season.

Melika Shirmohammadi  
Newsletter Editor, Careers Division

## **NEWS FROM THE CAREERS DIVISION**

### **Message from our Division Chair, Rick Cotton**

Dear friends and colleagues,

Back in 2015, I began my first official volunteer role for our division when I became a representative-at-large (RAL). Fast forward seven years, and I am sharing this message with you as our division chair! It has been an interesting, sometimes frenetic and rewarding path that has allowed me to contribute to our division in many different ways while nurturing relationships that I will relish for the rest of my career. From RAL, it was on to the leadership track, where over the past three years, as PDW chair, program chair, and chair-elect, I have learned a lot and have been consistently impressed by our amazing executive committee and what they do for our members year-in-and-year-out. Our division is fortunate to have such talented members and leaders. And, despite scrambling to adjust on so many fronts as a result of the pandemic, we've kept up, learned and kept moving forward.

This year, as division chair, I am focused on four aims: continuing work on our division's strategic goals, building on our social media presence, adding new members and adding value to existing members. The first goal is to build on the fabulous and diligent work of my predecessors. In 2019, we completed our 5-year review of the division. From this review,



we formulated five goals for the division: (1) improving interactions among (junior and senior) scholars, (2) improving opportunities for research collaborations, (3) providing value to our members beyond the annual conference, (4) raising the scholarly prestige of our division, and (5) continued activities to recruit and engage members. Scott Seibert, Jamie Ladge, Gina Dokko and Jos Akkermans each made major progress on these goals during their division chair terms. To reach these goals, our division implemented several new committees, such as the Value Beyond August team, the Mentoring team, and the Research Collaboration team. Some of their many contributions since inception include a brand new mentoring program, a virtual Careers in the Rough (CiTR) initiative to complement our AOM Annual Meeting-based CiTR initiative, and links to videos with Careers Division award winners.

I've had the sincere pleasure of talking with our committees recently. Truth be told, I'm thoroughly impressed by their dedication and

drive to make our division even better for our members. The pandemic has made all of the committees stretch and innovate, and our volunteers on these committees have consistently been up to the challenge as they continue to work on several initiatives that will offer fantastic opportunities to our members. I will now share some of these initiatives with you.

The **Mentoring Committee** now includes Jeff Yip, Janine Bosak, Becky Paluch and Caitlin Porter. Last year, committee members executed two Careers in the Rough programs, held three 'careers around the world' events and implemented mentoring pairs. The experiences from mentors and mentees have been very positive, and both CiTR and the mentoring pairs will continue. Key aims for the upcoming year are to increase the number of participants while publicly recognizing our dedicated mentors.

The **Research Collaboration Committee** consists of Mel Fugate, Caitlin Porter and Alycia Damp. This year, their main priority will be to submit two caucus proposals for the annual conference aligned with its theme of "Putting the Worker Front and Center." These research incubator caucuses will have two different themes and will aim to generate new research collaborations with a special focus on attracting scholars from South America.

The **Value Beyond August Committee** includes Jeff Yip, Alex Newman and Noemi Nagy. Key committee activities include fine

tuning and executing our (virtual) Careers in the Rough program, continuing to develop our regional ambassador program along with the roll-out of early career workshops targeted at PhD students to include a brand-new component focused on enhancing participants' developmental networks.

The **Prestige and Impact Committee** consists of Sherry Sullivan, Silvia Dello Russo, and Janine Bosak. This team will continue creating an array of meaningful content to share with our members. For example, they will continue their video series with past Hughes Award winners. They also will continue to promote a highly informative video on reviewing for AOM with Yehuda Baruch, which can help new and long-time reviewers enhance their reviews for the annual conference while also drafting and submitting a careers-focused "meet the editors" PDW proposal.

The **Membership Committee** consists of Silvia Dello Russo and Becky Paluch. They will tackle several ideas to get our membership solidly above 1,000 members. This team will continue to provide welcome emails to new members, invitation emails to scholars on the CAR program who are not yet members and welcome-back emails to lapsed members. New focus areas include reaching out to PhD program directors to increase their students' understanding of what our division has to offer and to those who had careers-related research in the AOM program (but not the CAR program) who are not yet CAR members. Finally, the

**Communications Committee** consists of Alycia Damp, Victor Chen (webmaster), Melika Shirmohammadi (newsletter editor), Mostafa Ayoobzadeh (newsletter associate editor), and Noemi Nagy (social media). This team has a critical role in enhancing our division's communication activities, including executing our social media strategy through [YouTube](#), [LinkedIn](#), and (maybe) [Twitter](#). Don't forget to follow the Careers Division on these platforms, as we continue our quest to share more material on these mediums going forward.

The second goal focuses on building on our social media presence. Just looking at the brief overview of committee activities above demonstrates how many strategic and important actions we're pursuing as a division. And that's not even considering all the conferences, special issues, books, articles, teaching activities, and societal impacts that Careers Division members continue to make! We want to focus even more attention on sharing these activities more broadly, actively and prominently with all of you, of course, but also with anyone interested in careers research that isn't (yet!) a CAR member. The Communications Committee will have a key role in coordinating these efforts, and we intend for our other committees to share their activities with you more frequently via social media, [Connect@AOM](mailto:Connect@AOM), and our newsletter especially since the pandemic has made so many aspects of careers research more front-and-center than ever before.

The third goal is to add members, and the fourth is to keep adding value to our existing members. You've heard about the activities of the Membership Committee, as now is a great time for careers research and for us to broaden our membership base around the world. In addition to other activities this year, we also continue preparations for our 2nd Careers Division Community Conference building on the first such event in 2020 in Vienna, Austria, just before the pandemic hit. Many of our members joined this first "CarCon" event, which was an inspiring and fun way to get together and learn together.

Preparations are now underway for a second such conference at Vrije Universiteit Amsterdam in the Netherlands, slated for Spring 2024. Please reach out to Jos Akkermans, Evgenia Lysova or Svetlana Khapova if you have questions or if you would like to contribute in any way.

I would also like to take this opportunity to thank our amazing division officers. Three years ago, Jos Akkermans and I were responsible for the conference program when AOM abruptly switched from in-person to on-line in May 2020. And it was nuts! Then, Denise Jepsen and I created our AOM CAR program in a completely virtual format, another first. And then last year, Serge da Motta Veiga and Denise Jepsen executed another first: a hybrid CAR program. This year's preparations are still being worked out, but we expect the AOM conference to once again have in-person and

on-line components. However it works out, it will no doubt be a major effort for our PDW chair Daniel Spurk and program chair, Serge, as there will be changes for sure. I am sincerely grateful to Daniel and Serge for taking on this challenge and for representing the needs and interests of our membership. Together with Denise Jepsen (responsible for our division awards this year as our chair-elect), Jos Akkermans (responsible for CAR elections as our immediate past chair), Alison Dachner (responsible for fundraising as our treasurer), Erin Makarius (responsible for keeping us on track and organized as our secretary), and Sherry Sullivan (responsible for ensuring continuity as our archivist/historian), I am confident we will make the best that this year has to offer. A hearty thank you to each and every one of you for your diligence, engagement and extraordinary efforts for our division!

Finally, I want to thank all of our members! Along with our volunteers, you help us to continue our incredible tradition of careers scholarship, teaching and collaboration that is bar none. This division has been my AOM home-away-from-home for many years, and it's always been an amazing community of mentors, advisors, role models, colleagues and friends. My goal is to continue our ability to provide a constructive, developmental and inclusive community of people who all have a passion for careers research and careers knowledge dissemination. Thank you, one and all, for being engaged in this very special community, for helping out with reviews every year, for

volunteering when we need help, and for sharing your knowledge and ideas as we continue navigating the in-person/virtual worlds. If you are interested in getting more involved, for example, as a volunteer, you can always contact me ([rcotton@uvic.ca](mailto:rcotton@uvic.ca)) or Silvia Dello Russo ([silvia.dellorusso@iscte.pt](mailto:silvia.dellorusso@iscte.pt)). Please note that we will also run elections again soon for our division leadership and for new representatives-at-large, an outstanding platform for future CAR roles.

We encourage nominations and self-nominations and want to get a slate of amazing candidates! We will inform you once the election window opens, and this year, Jos Akkermans ([j.akkermans@vu.nl](mailto:j.akkermans@vu.nl)), who continues to do so much for our division, will run the elections, so feel free to contact him about them!

For now, I wish you and your loved ones all the very best. This pandemic has been a challenge in so many ways, including to my family and me personally. So, please stay healthy and safe as we all deal with the brave new post-pandemic world and associated changes to AOM. And I sincerely hope to see you in-person at least for one of our top-notch sessions, socials or meetings at AOM 2023 in Boston!

All the very best,  
Rick Cotton  
Division Chair, Careers Division



## **Message from our Division Chair-elect, Denise Jepsen**



Dear friends and colleagues,

The 2022 meeting was held in a hybrid form, both in-person and online. Attending Seattle in person, I spent a lot of time observing interactions after the program sessions, when it was all about the corridors, cafes, meals and mates. My camera reel reminds me of renewed relationships and social events with old and new colleagues from around the world. But there was also the scholarly program session after session of substantial leading-edge specialised careers research that we could soak up. Around half of the scholarly program was available to online viewers either in real time or on demand.

The paper session themes covered a range of traditional, current and emerging career topics such as activism, career theory, expatriate careers, flexibility and family, meaningfulness, career shocks, career success, research methods, multiple jobholding and women's careers. The symposia program was similarly diverse with topics such as gig and platform work, sustainable careers, women and gender, work and family, younger and older workers, and of course, Covid impact on careers. The Hughes Award Speech by Stephen R. Bar-

ley was an insightful knockout success. I hope that however you attended the year meeting, you continue to benefit.

For those who created the program by either submitting or reviewing a paper or symposia, thank you. Increased submissions (up 26% on the previous Covid year) resulted in 81 papers over 21 sessions. To the 171 reviewers from 28 countries, a huge thank you.

Beyond all those who helped in so many ways, my special thanks go to our Chair, Jos Akkermans and Chair-elect Rick Cotton, who were fabulously supportive as we navigated the first-ever hybrid AOM meeting.

My chair-elect role focuses on awards, so I'll take this opportunity to ask you to start thinking about nominations for our Division's non-meeting awards. The Best Published Careers Paper Award goes to a careers paper published in the previous calendar year that contributes to the state of careers research by

advancing novel ideas, challenging existing theory, or featuring innovative data or methods and promises to inspire new careers research. The Mid-Career Careers Scholar Award goes to a scholar whose portfolio of work suggests they will make fundamental contributions to the way we think about careers and contribute to the community of careers researchers. More information about awards, criteria and nominations will be forthcoming.

With best wishes to you and yours,  
Denise Jepsen  
Division Chair-elect, Careers Division





## **Message from our Division Program Chair, Serge da Motta Veiga**



Dear Careers Division friends and colleagues,

First and foremost, I would like to thank everyone who helped make the 2022 PDW and scholarly programs a successful experience, especially since it was our first time working on a hybrid conference. Although I could sadly not make it in person to Seattle, I am very thankful to Denise Jepsen, Rick Cotton, Jos Akkermans, and Gina Dokko (and many other people as well) for being there to ensure that the PDW and scholarly programs ran smoothly. The first in-person social in 3 years was a terrific success (thank you, Jeff Yip, among other people!). The number of guests to which we had been accustomed in the past, and that we had planned to host at our offsite in Seattle, far exceeded our expectations, and people stayed for most of the social rather than dropping by and staying for just a bit. Thank you to all our members for making 2022 a successful conference.

After two virtual conferences (2020 and 2021) and a hybrid conference (2022), the next conference will be fully in-person, to be held in Boston, MA. There are still ongoing discussions about how to accommodate those who cannot attend the conference in person, but

AOM should provide more clarity about this in early 2023. Fingers crossed that we can keep accommodating, to the greatest extent possible, both in-person and virtual attendees, the way we have done for the last 3 years. One thing we already know is that PDWs are back, as in pre-covid times, on the Friday and Saturday of the conference, while the scholarly program (i.e., papers and symposia) will be held on the Monday and Tuesday of the conference.

Before turning to the submission information, I would like to welcome Daniel Spurk and wish him all the very best in his new role as Careers PDW Chair. Daniel has been involved with the Careers Division for many years, including a stint as Representative-at-Large, and was a central piece in the organization of the first-ever Careers Division Community Conference in 2020. He is also the 2021 Careers Division Mid-Career Award winner. I have no doubt he will do a terrific job in putting together a won-

derful 2023 CAR PDW program, and I am happy to support him as much as possible.

And now on to the papers and symposia submissions! I look forward to receiving your submitted papers and symposia by Tuesday, 10th January 2023. As you have probably already seen in your email or on the Connect platform, the [Careers Division Call for Submissions](#) is out, and the [AOM submission system](#) is open.

This year's theme of "Putting the Worker Front and Center" is a critically important topic at a time when global shifts in the geopolitical, environmental, demographic, and technological landscape are introducing unprecedented levels of uncertainty into labor markets and employment relations. Such a topic gives wide scope, hope and opportunities to contribute to our individual and collective futures in the new normal. Although submissions do not have to fit the theme, I think all our Careers Division work fits this theme every year. Aren't we all focusing on putting the worker front and center (sometimes this means putting ourselves!) in our research and other endeavors?

Finally: Please consider reviewing for our division. If you do, it will mean so much. Whether you are a highly experienced scholar or a PhD candidate, everyone is invited to serve as a Careers Division reviewer. As many of you know, reviewing for the AOM conference can be useful preparation for reviewing for journals. We always have a rich mix of junior and senior reviewers, and I hope this year will be no different. We always want a large contingent of reviewers because, in the end, we all want useful reviews of our own work, and besides, many strong hands (and minds) make for lighter reviewing work all the way around. To that end, you can sign up to be a reviewer right [HERE](#).

I look forward to your symposia and paper submissions, to working with all of you to make our Careers Division scholarly program the best it can be, and hopefully to seeing you in Boston.

All the best to you for this Holiday season,  
Serge da Motta Veiga  
Division Program Chair, Careers Division

## Message from our PDW Chair, Daniel Spurk



Dear Careers Division friends and colleagues,

It is an honor and pleasure for me to start the term on the Careers Division's leadership team as PDW Chair. I am looking forward to an exciting PDW program at AOM 2023. While 2022 has been a special year in the sense of a hybrid setting, we are now excited about an in-person experience in Boston 2023. I think this will be especially valuable and rewarding for the PDWs, that benefit a lot from personal interaction.

Thanks to Jos, Rick, Denise, and Serge, we had a great experience with virtual sessions, but we will now come back to our core competency and provide a great in-person experience in Boston 2023.

Of course, I need your assistance if I'm going to provide you with a thrilling PDW program. If you could provide engaging, fascinating, and interactive proposals, that would be fantastic. So please don't be timid, and I look forward to reading your fantastic ideas and submissions. In other words, the quality of the program depends on your submissions. We hope to see you in person in Boston, so please submit your

PDW proposals to the Careers Division. The deadline for submitting those proposals is Tuesday, 10 January 2023, at 17:00 ET (GMT-5/UTC-5).

The request for proposals is located at <https://aom.org/events/annual-meeting/submitting/calls-for-submissions/call-for-submissions-career-pdw>. Additionally, the submission system can be found at <https://submit.aom.org/2023/default.aspx>.

Topics? Enhancing the intellectual, educational, and practical impact of research on careers; raising the likelihood that such research will be published in reputable journals; fostering the career development of AOM members; incorporating novel approaches to careers research; holding workshops on theoretical or methodological issues; hosting research incubators; and considering techniques for interdisciplinary careers studies (e.g., with OB, HR, GDO, RM, ENT, OMT, etc.).

PDWs may also concentrate on a particular subject, such as the impact of the recession or crises on careers, professional success, job transitions, work-life balance, comparative studies across national boundaries, diversity and inclusion in the workplace, sustainable careers, etc. Take a chance and submit if the PDW topic you are considering holds a lot of interest for you because it's likely to hold a lot of interest for others as well. Finally, two Careers Division social events will be planned for the 2023 AOM conference.

We are especially looking forward to the PDW social on Saturday evening (5 August 2023). Boston will provide a great location to celebrate our connections and friendships! Keep checking for updates in the spring of 2023. I'm eager to receive your suggestions, collaborate with you to create an engaging 2023 PDW program, and possibly meet you in Boston.

Best wishes for the upcoming holiday season,  
Daniel Spurk  
PDW Chair, Careers Division

## **Message from our Outgoing Division Chair, Jos Akkermans**



Dear colleagues and friends,

What a year it was! I remember well how, during my program chair year, everything we knew about AOM conferences suddenly got turned upside down. We went from a fully offline to a fully online program twice and then moved to a hybrid format this past conference. I must admit I was both excited and somewhat nervous about this conference. On the one hand, very excited because we could finally see each other again in person. But on the other hand, also nervous because so many questions arose for me as the CAR program chair. How many people would show up? What would it be like to go to a big conference again? But also: how will we ensure a great experience for our offline AND our online attendees?

In the end, I thoroughly enjoyed seeing old friends and new acquaintances in Seattle. To physically meet people again I hadn't seen for several years and to meet new talented doctoral students reaching out about the Careers Division and career research in general. I loved being in a packed room with a fantastic atmosphere at our division social. And I realized

how much I like being around people to discuss career-related research and teaching. At the same time, we tried our very best to make it a fun hybrid experience. Many of our sessions were accessible online, and we organized an online social event that was well-attended and valuable. Despite all the challenges of the format, I think we did a pretty good job of having an inspiring and enjoyable conference.

Of course, this was only possible because of the fantastic work of the executive team and our volunteers. I was so impressed by how Denise Jepsen (program chair) and Serge da Motta Veiga (PDW chair) managed to deal with the ongoing stress and challenges associated with organizing a hybrid conference. And what a great program they created! From the "classic" PDWs to several new workshops, the PDW program was again a conference highlight. And our scholarly program consisted of many exciting career-oriented symposia and

paper presentations covering the entire range of career research. Beyond the program itself, Rick Cotton (chair-elect) managed the award process and ceremonies in his trademark friendly and effective style, resulting in a fantastic line-up of award winners for our division. And I was so happy for Gina Dokko that she could finally attend an on-site conference again just before leaving the leadership team. Her work as outgoing chair helped us set up the division's future with a set of fabulous new CAR officers.

Talking about being impressed, I cannot overstate how impressed I was throughout the year by the work of our committees. As the division chair, I had the unique opportunity to witness their developing ideas and initiatives up close. It was a great experience. In an academic world that is certainly not known for always being cooperative and friendly, I saw high-quality, reputable scholars dedicated to their work as CAR officers and producing many valuable outputs for our division. From a series of webinars about career research around the globe to developing caucus sessions for scholars all over the world and from enhancing our offline and online communication strategies to creating videos with past award winners, I am deeply honored and grateful that I could be the division chair for such a fantastic group of people. I cannot name them all due to reasons of brevity, but you know I'm talking about you. ;)

When I started as the Careers Division Chair over a year ago, I announced that we would continue building on our past efforts and creating several new ones, such as a clearer online presence. Thanks to the activities of our leaders, officers, and volunteers, I can safely say we achieved those goals. We laid the foundation for a more effective offline and online communication strategy for our members and beyond. And we also renewed our division bylaws, updating them and allowing us to seek a new Communication Chair soon. Overall, I look back at my division chair year with nothing but positive feelings and thoughts.

Writing this newsletter made me reflect more on my time in the Careers Division leadership team. It's already my fifth and final year! Despite the unexpected challenges associated with the pandemic, those years have passed way too fast. This division has become so close to my heart that I almost can't imagine not being part of the leadership team anymore! Guess I'll just have to find other ways of being helpful to our division in the future, then. Looking back, this has been one of the most inspiring, meaningful, and enjoyable activities I've done in my career. The Careers Division is such a fantastic place for scholars to connect, seek collaborations, and provide support. I am extremely proud that I had the honor and pleasure of leading the division last year.



So, now I will focus on organizing the elections for our new officers. If you are interested in joining our division for the five-year leadership track or a representative-at-large position, feel free to reach out any time. And if you don't, there's a good chance I will reach out to you...! I am confident that Rick, Denise, Serge, and Daniel will ensure a great conference and an incredible year for our division.

Even though this is not my final goodbye, I want to thank everyone for making the past few years and in particular the past year as the division chair, so enjoyable and meaningful. To all the other leaders, officers, volunteers, and other friends and colleagues: Thank you!

All the best,  
Jos Akkermans  
Past Division Chair, Careers Division



## MEMBER SPOTLIGHT

### Fida Afiouni

Associate Professor of HRM, Olayan School of Business, American University of Beirut & Associate Provost



#### Tell us about yourself:

I was born and raised in Lebanon, where I spent most of my life.

I double majored in Business and Sociology and then moved to Paris to pursue my Master's and doctoral Degrees in Human Resource Management and Industrial Relations at Paris 1- Pantheon Sorbonne University. Upon the completion of my PhD., I returned to my home country Lebanon and joined the American University of Beirut. I struggled a lot at the beginning of my career journey. Having completed all my education in French schools and universities, it was challenging to adapt to the American educational model, understand the publication process and journal rankings, and identify relevant conferences. I wrote a couple of articles that were desk rejected. I remember putting the rejection letters in the drawer for weeks before I had the courage to read them thoroughly. Building my career, and adjusting to a new system while raising 2 infants seemed like an impossible endeavour. I was about to quit the tenure track and just focus on teaching, which would have been a killer to my academic career. But then I found solace and peer mentoring in my female colleagues, namely Dr. Charlotte Karam. We worked hard together to comfort and support each other and to figure it out together, and eventually, we did and published so many articles together. Furthermore, regularly attending the Academy of Management, attending professional development workshops, and getting the support of many friendly faces helped develop my career trajectory. Now, I do my best to give back to the Academy by being a mentor to junior faculty and making myself available to whoever reaches out for advice.

I also enjoy the editorial work I do and try to support it as much as possible. I am currently a section editor in the Journal of Business Ethics, Associate Editor in the International Journal of Human Resource Management, and editorial board member in Career Development International and Human Resource Management Journal. In these roles, I do my best to provide developmental feedback to support the publication process of junior scholars as much as possible. I am part of an international consortium, the TARGETED-MPI working on developing and implementing gender equality plans in business and management schools. Furthermore, in my role as Associate Provost at my university, I am working on many faculty development initiatives and trying to institutional-

ize diversity, equity and inclusion at the university level.

**What makes you interested in careers?**

As I struggled in my early career, I started reading the literature on women's careers, which was personal. I was fascinated by this literature as it brought answers to my own questions and gave me heightened awareness about my personal struggles. After reading much about the topic, I started conducting research myself on women's careers in the Middle East, women who succeeded and women who opted out of the workplace. Following 10 years of research on the topic, my colleagues and I created the center for inclusive business and leadership at the Olayan School of Business, and since then, we have engaged in a large data collection effort across 8 Arab countries to understand women's lived experiences, as well as HR policies and practices in these countries, to push for more inclusive HR systems, which will facilitate women's access to employment, and career development, and provide dignified work opportunities in the region. I try as much as possible to engage in relevant and impactful research, as well as feminist participatory-action research, that can contribute to dignified work opportunities for women in the Middle East.

**How did you become engaged with the CAR division?**

I still remember my first AOM meeting in Montreal back in 2010. The theme of the conference was "Passion and Compassion", and this is exactly what I experienced throughout the conference days. I was a face lost in the crowd, among others. I could barely find my way to make it to the meet your mentor session. I was happy I did because that moment changed my whole AOM experience. It made me realize how one can learn through face-to-face interaction with senior colleagues. I was in awe of the humility, availability, and friendliness of mentors, which was a humbling experience. I was not part of the CAR division at the beginning, but upon participating in many PDWs organized by the division and joining social events, it was the first time that I felt that I belonged. Everyone at the CAR division, no matter how accomplished they were as scholars, was friendly, humble, and approachable, which made me join the division, and it was one of the best decisions I had made.

**What do you love most about the CAR division?**

What I love the most about the CAR division is the warmth, openness and diversity of the CAR division members and leadership team. Everyone I know at CAR feels they belong there, including myself. There is a high self-awareness and conscious effort to make everyone feel included, be it in sessions or in social events. Everyone is humble and approachable. Overall, it's a very welcoming and supportive division.

**Who inspires you?**

This is by far the toughest question, as it's hard to limit my answer to a few people or events. Every single article I read inspires me. Every scholarly conversation inspires me, and every session I attend at AOM inspires me. All the women I interview inspire me.

**Which one of your career-related work are you proudest of and why?**

I am very proud of an article I wrote with my colleague and dear friend Dr. Charlotte Karam. The article "The formative role of contextual hardships in women's career calling" was published in the Journal of Vocational Behavior (JVB) in 2019. I simply love this article and the message of hope it sends. This paper explores the relationship between contextual hardships and women's career calling. Our findings show that these women's career narratives are constructed in close relation to perceptions of oppression experienced across the political, financial, education and labor, and culture subsystems. Taken together, our main findings demonstrate that experiences of negative and external contextual hardship elicit affective responses that foster a career calling drive. The women interviewed are truly inspirational, and they developed their callings not despite hardships but because of them.

**In how many languages can you say/write the word career?**

Arabic is my native language, but funnily enough, there is no single word for careers; the term in Arabic is "مسار مهني" pronounced as "Masar Mihani". French is my second language, and "carrière" is very close to careers, so I can't take credit for that!

**What do you like to do for fun?**

I like to play squash to release the stress of a long day at work. I like the fast pace of the game and the closeness to the squash partner, as the court is very small. It's very competitive and fun. I also like movies and theatre a lot. A perfect day would be having a drink with friends after work and then going to the theatre.

**What else would you like to tell us about yourself?**

I hope my career journey will inspire junior scholars, namely female scholars from the global south, and give them the strength to persevere in their careers. The way to success is long and bumpy, but being true to who you are and writing about a topic that is personal to you, which you are passionate about, can make the journey much more enjoyable and gratifying. When things get tough, remember that you are not alone, and each member of the CAR division, including myself, is ready to support you.

### Sherry E. Sullivan

Distinguished Research Professor / Owens-Illinois Professor,  
Allen W. and Carol M. Schmidthorst College of Business,  
Bowling Green State University



#### **What makes you interested in careers?**

I love a mystery. As scientists, we are fortunate to spend our days seeking to understand why people make career transitions and how these changes influence their future choices and behaviors.

#### **How did you become engaged with the CAR Division?**

While a doctoral student at The Ohio State University, I attended my first Careers Division business meeting and social. At that meeting, I signed up to join our Membership Committee and later became an Associate Editor for our newsletter. The Membership Committee was testing ways to increase member involvement, and I was asked to organize an informal Careers Division networking lunch at Southern Management Association (SMA). After much advertising, only Gayle Baugh expressed interest in the event. Gayle and I met for the first time over lunch, and the following year, we launched the annual Careers Division Networking and Ice Cream Social at SMA. Some time later, Gayle served two terms as our Division Secretary. I was elected as our Newsletter Editor and then as Division Chair, and now serve as our Historian. While Division Chair, my team introduced many new initiatives. For example, Bill Carden organized the development of the division's logo, Suzanne De Janasz chaired the Driver Best Paper Award committee, and Madeline Crocitto led our new Careers Ambassadors Program and introduced the Reichers' Best Student Paper Award. I encourage members to volunteer for one of our committees and connect with other Careers Division members.

#### **What's the latest book or article you read related to careers?**

I just read a terrific article by Uday Bhaskar, Yehuda Baruch, and Seeta Gupta in Human Relations on the career success of visually impaired workers in India. The study's qualitative research design is outstanding. Their findings are especially relevant in today's climate as there are clear policy implications for increasing inclusion and diversity in organizations. Their creative study enhanc-



es our knowledge of career success while extending the theories of career sustainability and career ecosystems.

### **Which one of your career-related works are you proudest of and why?**

John Simmons, Hans-Georg Wolff, Monica Forret, and I recently published an article in the Journal of Vocational Behavior that integrates the Kaleidoscope Career Model (KCM), networking behaviors, and career success. It is the first quantitative longitudinal study of the KCM, with data collected in 2012 and 2019. It demonstrates the link between the KCM parameters and where people target their networking behavior. The study began as John's dissertation research to earn his DBA at St. Ambrose University. Monica, who directs the DBA Program at St. Ambrose, served as his committee chair, and I served as a committee member. It was a fascinating project and a pleasure to work with John, Hage, and Monica.

I'm also proud of the research I did with Shawn Carraher and Madeline Crocitto, published in the Journal of International Business Studies. It was the first study to examine the effects of both a host and a home country mentor on expatriate effectiveness. We had great fun integrating the literatures on mentoring, expatriate assignments, and knowledge sharing.

### **What are some of your favorite memories of Careers Division events?**

We have always had high-quality PDWs and socials. Yehuda Baruch organized the amazing Denver PDW when we took a bus tour around the Rocky Mountain National Park and stopped at different points to hear the distinguished speakers talk about the complexities of career stages and changes. For example, at the beginning of the trip by a small stream, Scott Seibert spoke about starting one's career. Next, we crossed a valley, and Cherlyn Granrose spoke about career plateaus. Later, we arrived at the Alpine Ridge Trail visitor center, and after a bit of a climb, Tim Hall summarized the career journey. Another more recent innovative session was organized by Denise Jepsen during our online program due to the COVID-19 pandemic. Denise made brilliant use of the GatherTown platform, permitting members to socialize in small groups in a funky virtual environment.

### **Who inspires you?**

My coauthors. I've had the good fortune to collaborate with many outstanding individuals who have helped me grow as a scholar. For example, my first collaboration was with the great Howard



Tu. We were in our first academic jobs under extreme pressure to publish and left on our own to sink or swim. We figured out how to combine Howard's research in strategy and international management with my writing on careers and HRM. His immense knowledge of cultural differences widened my perspective and inspired me to examine the links between seemingly different theories. My most recent collaboration is with a new scholar, Milad Jannesari. I'm inspired by Milad's boundless enthusiasm for studying careers of self-initiated expatriates and have gained new insights and knowledge working with him.

### **What do you like to do for fun?**

Although we live in different cities, I'm happiest spending time with my brother, sister, and their families.

I thoroughly enjoy hanging out with Quark, my smart and spirited Australian Silky Terrier. I also enjoy reading, especially mysteries, with Louise Penny, Martin Walker, and Joe McCaffrey among my favorite authors. I also like volunteering and working at our local food pantry before the pandemic hit. Since the pandemic, I have become involved with an organization that puts together creative care packages to send to our troops.



## NEWS FROM OUR MEMBERS

### Journal Publications

- Akkermans, J., & Hirschi, A. (2023). Career proactivity: Conceptual and theoretical reflections. *Applied Psychology*, 72(1), 199-204. <https://doi.org/10.1111/apps.12444>
- Andresen, M., Lazarova, M., Apospori, E., Cotton, R., Bosak, J., Dickmann, M., Kase, R., & Smale, A. (2022). Does international work experience pay off? The relationship between international work experience, employability and career success: A 30-country, multi-industry study. *Human Resource Management Journal*, 32(3), 698-721. <https://doi.org/10.1111/1748-8583.12423>
- Ayoobzadeh, M. (2023). Peer-mentoring and doctoral student retention: A longitudinal investigation. *Higher Education Research & Development*, 42(4), 1-17. <https://doi.org/10.1080/07294360.2022.2106948>
- Beier, M., Kanfer, R., Kooij, D. T. A. M., & Truxillo, D. M. (in press). What's age got to do with it? A primer and review of the workplace aging literature. *Personnel Psychology*. <https://doi.org/10.1111/peps.12544>
- Beigi, M., Nayyeri, Sh., & Shirmohammadi, M. (2022). Steering wheels to make ends meet: Understanding stressors and coping strategies among app-based taxi drivers in Tehran. *Journal of Vocational Behavior*, 138(103782). <https://doi.org/10.1016/j.jvb.2022.103782>
- Cruz, M., & Nagy, N. (in press). Profiles in persistence: A latent profile analysis of multilevel coping strategies enacted among women in the sciences. *Journal of Organizational Behavior*. <https://doi.org/10.1002/job.2657>
- Dello Russo, S., Mirfakhar, A. S., & Miraglia, M. (2022). What is the narrative for practice? A review of recommendations on feedback and a guide to writing impactful practical implications. *Applied Psychology*. <https://doi.org/10.1111/apps.12450>
- Deng, H., Coyle-Shapiro, J., Zhu, Y., Wu, C-H. (in press). Serving the cause when my organization does not: A self-affirmation model of employees' compensatory responses to ideological contract breach. *Personnel psychology*. <https://doi.org/10.1111/peps.12546>
- Elsay, V., Van der Heijden, B., Smith, M., & Moss, M. (in press). Examining the role of employability as a mediator in the relationship between psychological capital and objective career success among Occupational Psychology Professionals. *Frontiers in Psychology*. <https://doi.org/10.3389/fpsyg.2022.958226>
- Jannesari, M.T. and Sullivan, S.E. (2022), Leaving on a jet plane? The effect of challenge–hindrance stressors, emotional resilience and cultural novelty on self-initiated expatriates' decision to exit China, *Personnel Review*, 51(1), 118-136. <https://doi.org/10.1108/PR-05-2020-0362>

- Jia, X., Liao, S., Van der Heijden, B., & Li, W. (2022). Power and responsibility: How different sources of CEO power affect firm CSR practices. *Business Ethics, the Environment & Responsibility*, 31(3), 682-701. <https://doi.org/10.1111/beer.12438>
- Jiang, K., Zhang, Z., Hu, J., & Liu, G. (2022). Retirement intention of older workers: The influences of high-involvement work practices, individual characteristics, and economic environment. *Personnel Psychology*, 75(4), 929-958. <https://doi.org/10.1111/peps.12480>.
- Jiang, Z., Wang, Y., Li, W., Peng, K. Z., & Wu, C. H. (2023). Career proactivity: A bibliometric literature review and a future research agenda. *Applied Psychology: An International Review*, 72(1), 144-184. <https://doi.org/10.1111/apps.12442>
- Jiang, Z., Wu, C. H., Wang, Y., Peng, K. Z., & Li, W. (2023). Moving forward: Diverse conceptual and theoretical perspectives to advance career proactivity research. *Applied Psychology: An International Review*, 72(1), 205-210. <https://doi.org/10.1111/apps.12446>
- Lin, S. Y., Hirst, G., Wu, C. H., Lee, C., Wu, W., Chang, C. C. (2023). When anything less than perfect isn't good enough: How parental and supervisor perfectionistic expectations determine fear of failure and employee creativity. *Journal of Business Research*, 154(113341). <https://doi.org/10.1016/j.jbusres.2022.113341>
- Liu, S., Bamberger, P., Wang, M., Nahum-Shani, I., Larimer, M., Bacharach, S. B. (in press). Behavior change versus stability during the college-to-work transition: Life course and the "stickiness" of alcohol misuse at career entry. *Personnel Psychology*. <https://doi.org/10.1111/peps.12519>.
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- Petruzzello, G., Mariani, M., Chiesa, R., Van der Heijden, B., De Jong, J., & Guglielmi, D. (2022). The role of teaching staff in fostering perceived employability of university students. *Studies in Higher Education*, 48(1), 20-36. <https://doi.org/10.1080/03075079.2022.2105830>
- Shirmohammadi, M., Au, W. C., & Beigi, M. (2022). Antecedents and outcomes of work-life balance while working from home: A review of the research conducted during the COVID-19 Pandemic. *Human Resource Development Review*, 21(4), 473-516. <https://doi.org/10.1177/15344843221125>
- Simmons, J., Wolff, H. G., Forret, M. L., & Sullivan, S. E. (2022). A longitudinal investigation of the Kaleidoscope Career Model, networking behaviors, and career success. *Journal of Vocational Behavior*, 103764. <https://doi.org/10.1016/j.jvb.2022.103764>

- Song, Q. C., Shin, H. J., Tang, C., Hanna, A., & Behrend, T. (in press). Investigating machine learning's capacity to enhance the prediction of career choices. *Personnel Psychology*. <https://doi.org/10.1111/peps.12529>.
- Sullivan, S. E., & Al Ariss, A. (2022). A conservation of resources approach to inter-role career transitions. *Human Resource Management Review*, 32(3), 100852. <https://doi.org/10.1016/j.hrmr.2021.100852>
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- Talluri, S. B., Schreurs, B., & Uppal, N. (2022). How do individual factors affect career sustainability? An investigation of cascading effects through the career construction model of adaptation. *Career Development International*, 27(6/7), 584-600. <https://doi.org/10.1108/CDI-05-2022-0120>.
- Van der Heijden, B.I.J.M., Veld, M., & Heres, L. (2022). Examining Career Commitment as a Moderator in the Relationship Between Age-Related HR/D practices and Subjective Career Success for Younger versus Older Academic Staff. *Human Resource Development Quarterly*, 33(4), 405-425. <https://doi.org/10.1002/hrdq.21463>
- Vermeeren, B., & Van der Heijden, B. (in press). Employability in the Public Sector: The Impact of Individual and Organizational Determinants. *Frontiers in Psychology*. <https://doi.org/10.3389/fpsyg.2022.1041618>
- Wanberg, C. R., Csillag, B., & Duffy, M. K. (in press). After the break-up: How divorcing affects individuals at work. *Personnel Psychology*. <https://doi.org/10.1111/peps.12547>
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- Zhou, Q., Edafioghor, T., Wu, C. H., & Doherty, B. (in press). Building organizational resilience capability in small and medium-sized enterprises: The role of high-performance work systems. *Human Resource Management Journal*. <https://doi.org/10.1111/1748-8583.12479>



## **RESOURCE CORNER**

### **Guidelines for Reviewing for the CAR Division**

**Yehuda Baruch**

Reviewing for a conference is different from reviewing for a journal.

For a journal, you need to help the editor determine whether or not to invite a revision because it is extremely rare that you will recommend an accept 'as is'. For a conference, there is no revise and resubmit; you are helping the program chair determine whether or not the submission should be included in the program. For a conference paper, you can, and should be, more developmental, even instructive about what the author may or may not do in order to prepare it for a future journal paper submission. In addition, in conferences, there are also symposia submissions with different criteria – see below.

Do not be overly negative – if all the submissions are rejected, there will be no conference and no papers in journals. Editors and Program Chairs need to accept papers. While we tend to focus on the rejection and identifying faults in the manuscripts, we should highlight their worthiness and contribution – and, yes, how they can be made better.

Also, keep in mind there is a major difference between the role of a reviewer and that of the Editor or Program Chair: reviewers recommend while Editors and Program Chairs decide. Do not write in your review that the paper should or shouldn't be accepted.

Here are my three main guidelines for approaching a review:

- \* Be critical – but not abusive. Gone are the days when academics vent their frustration on papers under cover of anonymity. Be kind – you could be on the receiving end. Remember: "Do unto others as you would have them do unto you" (Leviticus 19:18, later quoted in Matthew 7:12; see also Luke 6:31).
- \* Be developmental, and help the author(s) to improve the paper. Yet, be also realistic – for example, avoid offering the illusion that the manuscript is better than it is.
- \* Be on time. In particular, for conferences, deadlines must be met for papers to be included in the program. If you agree to do a review for a conference, follow through and do the review on time. Don't add to the Program Chair's stress by making him/her chase other colleagues to complete the review you promised to do.

### **Providing Feedback**

It is important to identify issues – no manuscript is perfect. The critical role is to distinguish between a manuscript that suffers from ‘fatal errors’, those that cannot be rectified by a revision, and other faults. If those can be addressed, then what remains is to calibrate the revision recommendation to the level of quality and rigor expected by the journal or conference.

**Respect the authors** – everyone deserves respect for their efforts and ideas – even if you do not like or agree with these ideas.

**Balance the tone** – don’t vent your frustrations on innocent authors. For example, it is OK to tell an author the paper contains citations without corresponding reference references but don’t belittle them for this common error. Likewise, serious ethical violations must be detailed in the review and brought to the attention of the Editor or Program Chair. Don’t shy away from bringing such ethical violations to the attention of authors and Editors/Program Chairs.

**Suggest or tell?** In principle, as a reviewer, you recommend and offer ideas which should be constructive for improving the manuscript. Yet, if there is a clear mistake or issues like a breach of ethical guidelines, you can be directive. For example, tell them to delete identifying details, such as when an author refers to “my own research has found...” and then list their own published articles.

### **Writing the Review**

Often people don’t know how to conduct a quality review because they are unsure where to start. One method is to begin by looking at the different parts of the manuscript.

- Title – Is it informative? Does it create interest? Is it intriguing – in particular for symposia, where program chairs hope to draw a big crowd?
- Abstract – Is it a concise telling of the essence of the manuscript, its contribution and something about the type and level of methodology?
- Introduction – Does it tell the reader about the state of the art in the subject matter, indicate a gap or problematize an issue? Does it tell the reader what the paper’s aim and contribution (s) are?
- Literature review/theoretical underpinning—Does the paper cover the extant literature in a way that leads to a worthy set of hypotheses/research questions or conceptual contribution? Is the theory sound and relevant? Will the theory be expanded, challenged, or enhanced by the paper?
- Method (for empirical work)—Does the paper describe the method in a clear manner? Is the sample relevant and appropriate? Does the method fit the nature of the problem or questions the manuscript tackles?
- Analysis – Is it rigorous and robust?
- Findings – Are the results well-presented and refer to the hypotheses or research questions?



- Discussion – Were the stated aims and contributions claimed in the introduction actually achieved?
- References – Are the references comprehensive, updated, and relevant?
- Figures and tables – Are they clear? Should there be more or less of these?
- Length – Is it the right length – word count or page-wise? While it is best to be concise, sometimes you may need to elaborate more (e.g. qualitative work) or include supplemental materials when submitting to a journal. For a conference, check the guidelines; different conferences have different required length limits. For example, AOM's page limit is 40 pages, but sometimes authors 'fiddle with this' by not following the line spacing or page-margin size guidelines.

### **Specific Criteria for Symposium Reviews**

Unlike papers that are sort of a stage before submission to publication, a symposium is a special event designed to air new ideas, to have a 'conversation' with the community, to discuss innovative issues, and listen to what thought-leaders in the field have to say. As a result, the criteria are different. Reviewers are tasked less with helping to shape particular papers/talks but instead evaluating how likely the submission will be enacted as an exciting and engaging event that will attract a crowd. As the conference attendees will only see the title, the abstract, and the names of the speakers, it is important that these are catchy, intriguing, and pushing knowledge or new ideas further. And, yes, having reputable scholars (in other words, 'big names') is another highly important factor. This is why symposia are not blind-reviewed – you see the names of the submitters.

To make things more complicated, symposia are typically submitted to several divisions – so it is also about the ability to attract members of other divisions too. A smaller division like CAR would most likely not be able to offer a symposium just for our members – so think – is this symposium appealing to the other divisions it is submitted to?

### **Final Note**

Why review? It is important to review – for learning, self-development, and for contributing to the process of knowledge creation. Reviewing is a scholarly activity. It is an essential and necessary professional activity and an excellent developmental activity. Reviewing determines the shape of future knowledge, and further, it can significantly impact our careers. Certainly, it influences the careers of others! Another point to consider is that without reviewing, the system will collapse. From a selfish perspective, recall that:

Reviewing makes us better scholars as, researchers and writers. It also makes us better colleagues and enhances our human and social capital (e.g. networking). In the long run, it would help us become better program chairs and journal editors. Reviewing for conference papers is a great opportunity for the authors to develop their papers towards submission further. Your review would be instrumental in the process; thus, you will be making a benevolent contribution to future knowledge. It is a great responsibility and a rewarding one too.

**About the author:** Yehuda Baruch is a Professor Management at Southampton Business School, and an Affiliated Professor, Audencia, Nantes France. He is a Fellow of the Academy of Social Sciences and the British Academy of Management (BAM), a former chair of the Academy of Management's CAR division, and the founding Dean of the BAM Peer Review College. He is a highly cited scholar and developer of the career ecosystem theory. Yehuda is a prolific reviewer, with rich editorial experience, currently a Consulting Editor, Journal of International Business Studies, formerly serving as the Editor of Group & Organization Management and Career Development International and Associate Editor of Human Resource Management (USA). He is the founding Dean of the BAM's Peer Review College. He is a member of 14 Editorial Review Boards, including HRM, HRMJ, JVB, and CDI, and ad-hoc reviewer for numerous journals including AMJ, AMR, and JOM. Yehuda has won numerous Best Reviewers Awards, including awards from AMLE, BJM, and many AOM divisions. He has earned a CAR's Best Reviewer Award a total of 12 times, with consecutive wins in the last nine years. He is the co-editor of the books *Winning Reviews: A Guide for Evaluating Scholarly Writing* (Baruch, Sullivan, & Schepmyer, 2006) and *Opening the Black Box of Editorship* (Baruch, Konrad, Aguinis, & Starbuck, 2008).

## DID YOU KNOW THAT?

The Careers Division has been organizing coffee catch-ups for doctoral student members. The latest one of these was held in early December. In the discussion, students provided updates on their progress and sought advice on challenges they had experienced. Next year the Careers Division will host regular coffee hours and will also offer a developmental networks workshop for PhD students. If you are a doctoral student member who is interested in taking part, please reach out to Alex Newman, Representative at Large:

[a.newman@deakin.edu.au](mailto:a.newman@deakin.edu.au)

## CALL FOR PAPERS

### European Journal of Work and Organizational Psychology

**Special Issue Call for Papers: Learning and transfer in organizations: How it works and can be supported**

**Guest Editors:**

Simone Kauffeld (TU Braunschweig)

Julian Decius (University of Bremen)

Carolin Graßmann (VICTORIA International University of Applied Sciences, Berlin)

**Overview**

Organizations and their employees need to learn continuously to adapt to market changes, as well as to societal and technological advancements (Cascio & Montealegre, 2016; Kraiger & Ford, 2021). Alongside these external forces, learning in organizations has undergone some shifts over the last decades regarding which learning approaches best reflects the current needs of the organization (Noe et al., 2014). Employees are on individual learning paths with individual learning goals and topics for which they need to build and maintain a motivation to change and learn. Formal, informal, and self-regulated learning opportunities are interrelated throughout individuals' learning paths, which take place in the social and organizational context (Decius et al., 2022; Poell, 2017; Richter et al., 2020). In terms of work-related learning, the three learning approaches of formal, informal, and self-regulated learning must be distinguished. Formal learning is highly structured learning in terms of learning location, learning time, and learning support (e.g., training and education; Kyndt & Baert, 2013). However, only 10 to 15% of what is learned in



European Association of Work  
and Organizational Psychology

training is transferred to the work context by training participants (Ford et al., 2018). Informal learning involves learning which is directly integrated into the work process and often used for problem solving and occurs through own trial and error, feedback, and reflection (Cerasoli et al, 2018; Tannenbaum et al, 2010). Self-regulated learning is characterized by the learner setting their own learning goals and independently observing and monitoring the learning process (Sitzmann & Ely, 2011)—in contrast to informal learning, the focus here is on the learning intention rather than on the work-integrated problem-solving intention.

Continuing education, including formal learning, is often not only chronically delayed but is also not considered particularly effective in terms of transfer. The transfer of what is learned into the everyday work context depends on factors of the participant (e.g., transfer motivation and volition), on the training (e.g., transfer design, work-training congruence, training atmosphere), and on the work environment. Factors in the work environment are primarily responsible for whether or not the transfer into everyday work succeeds (Massenberg et al., 2017). Support from colleagues and supervisors, the

possibility of applying knowledge, time resources, or feedback are relevant factors (e.g., Richter & Kauffeld, 2021). Therefore, it is important to design the learning transfer system and, in particular the organizational working environment, the learning network in the run-up to and during a training measure and thus to create conditions that enable the transfer.

With this special issue, we aim to strongly advance scientific knowledge on learning and transfer in organizations. Research questions could include, but are certainly not limited to:

- \* How can different learning approaches—especially formal, self-regulated, and informal learning—be integrated for learning in organizations?
- \* How do different learning approaches interact with each other to explain learning outcomes?
- \* What is the unique contribution of different learning approaches on learning outcomes?
- \* How can employees be developed so that organizations can initiate and implement change?
- \* What factors influence the transfer of learning and learning outcomes (e.g., knowledge, skills)?
- \* How can social networks support work-related learning and learning transfer in the organization?
- \* What factors influence people's learning networks and their impact on change in the organization

- \* How is individual learning connected to organizational learning?
- \* How does digitalization changes work-related learning (e.g., frequency, duration, or selection of learning approaches) and learning transfer?

We welcome papers which make a substantial empirical contribution to understanding how effective learning in organizations works. Submitted papers should explicitly focus on learning outcomes and the processes that lead to the corresponding outcome. Papers that link two of the three levels—individual, team, and organization—are particularly welcome. In addition, papers that combine and connect different learning approaches are of particular interest. Papers also may examine different target groups (e.g., personal and organizational factors as boundary conditions). Methodologically, this includes original empirical papers, meta-analyses, and systematic literature reviews, as well as mixed-method studies.

Manuscripts should be submitted by 01.05.2023 as a submission for this Special Issue through the journal's online submissions system: <http://mc.manuscriptcentral.com/pewo>. Please note that the regular author guidelines of EJWOP apply. The call for papers can be found here:

<https://think.taylorandfrancis.com/special-issues/european-journal-work-organizational-psychology/>

## Journal of Management Scientific Reports

- \* Have you recently read an article that you think should be replicated?
- \* Have you wondered why empirical tests of Academy of Management Review articles seem to rarely be published in the journals?
- \* Do you think our field puts too much emphasis on novel theory and not enough on theory testing?

**If you answered “yes” to any of those questions or (are just curious where this message is going), check-out JOMSR!**

*Journal of Management Scientific Reports* (JOMSR) is a new journal launched by the Southern Management Association (the owners of Journal of Management) and will be published by SAGE, beginning in 2023. We are currently seeking submissions!

JOMSR welcomes empirical research that aims to test, refine, or refute existing theory, including:

- \* Constructive reproducibility and replication studies
- \* Tests of published theoretical models or propositions (e.g., Academy of Management Review models/theories)
- \* Tests of existing competing theories predicting the same outcome variable

We will consider papers on a wide range of macro- and micro-management topics, including careers research. Both quantitative and qualitative data and methodologies are welcome. For initial submissions, we will consider full papers reporting original research or “results-masked” original papers (i.e., results are not included in the initial submission). All submitted papers should be prepared for a double-blind review process (i.e., no author identifying information in the manuscript).

For more information on JOMSR’s submission guidelines, mission, editorial board, and to submit a paper, please visit: <https://smgmt.org/iomsr>

If you have any questions about JOMSR, do not hesitate to [contact me](#). We look forward to seeing your submission!

Best,  
Maria Krammer  
Founding Editor, Journal of Management Scientific Reports  
Distinguished Professor, Rutgers University

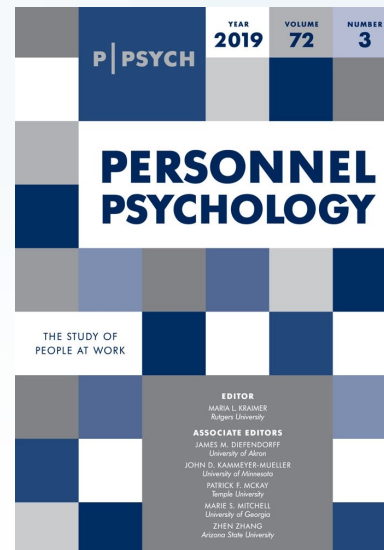
## Personnel Psychology

### Special Issue: Employee Social Networks and Networking: Microfoundations, Constructs, and Dynamics

Guest Editors: Alexandra Gerbasi, Songqi Liu, Stefano Tasselli, and Le (Betty) Zhou

Over the past two decades, there has been a surge of interest in personnel and organizational research in both *social networks* (i.e., the structure of relationships among members of a social system; Borgatti, Mehra, Brass, & Labianca, 2009; Burt, Kilduff, & Tasselli, 2013; Kilduff & Lee, 2020) and *networking* (i.e., actions aimed to create, maintain, shape, and utilize interpersonal relationships; Gibson, Hardy, & Buckley, 2014; Porter & Woo, 2015; Wanberg, Van Hooft, Liu, & Csillag, 2020). As a result, an extensive body of knowledge exists on the predictors/antecedents (e.g., personality, Fang, Landis, Zhang, Anderson, Shaw, & Kilduff, 2015; interdependence, Yakubovich & Burg, 2019) and outcomes/consequences (e.g., job performance, Baldwin, Bedell, & Johnson, 1997; turnover, Porter, Woo, Allen, & Keith, 2019; innovation, Baer, Evans, Oldham, & Boasso, 2015) of social network configurations and networking behaviors across different levels of analysis, including individuals, social groups, and formal organizational units (Borgatti & Foster, 2003; Brass, Galaskiewicz, Greve, & Tsai, 2004).

Recently, a new frontier for social network research – the microfoundations of organizational social networks – recognizes the interdependence of individuals and social networks, such that individual actions and network structures coevolve in a process of reciprocal influence (Ahuja, Soda, & Zaheer, 2012; Tasselli & Kilduff, 2021). The micro-foundational research agenda on organizational social networks (e.g., Tasselli, Kilduff, & Menges, 2015) unpacks the drivers of (a) employees' and managers' networking cognitions, motivation, strategies, and behaviors (e.g., Smith, Brands, Brashears, & Kleinbaum, 2020); (b) the content of the relationships in a network (i.e., the nature of the resources flowing through it, such as friendship, knowledge, or advice; e.g., Phelps, Heidl, & Wadhwa, 2012), and (c) the dynamic formation, persistence, dissolution, and activation of relationships in a network (e.g., Chen, Mehra, Tasselli, & Borgatti, 2022).



A micro-foundational approach can help advance the literature on social networks and its prominence in personnel and organizational research in at least three critical ways. First, an understanding of network outcomes for people in organizations is incomplete without acknowledging the evolution of the network structures. Given that networks generate personal and public advantages (Nahapiet & Ghoshal, 1998), “understanding how the architecture will evolve can help us predict and understand the changes in the distribution of benefits and constraints from the network” (Ahuja et al., 2012, p. 435). Second, traditionally, much of the social network research has taken a “snapshot” or cross-sectional picture of a network and positioned it as a static metric, i.e. as an antecedent or consequence of employee or workgroup phenomena. However, “studying network change is critical, because cross-sectional analyses of networks often leave causal relations ambiguous” (Brass et al, 2004, p. 809). Adopting a dynamic approach can uncover the potential role of conscious agency by actors in a network as they deliberately create and modify structures that benefit them (Tasselli & Kilduff, 2021). Last, the microfoundational lens rejects the pure “anti-categorical” imperative of classic structural research. Instead, it focuses on the extent to which attributes of individual employees, such as their demography, stable individual differences, and psychological states, explain the presence and change of specific network configurations in organizations together with other situational and structural factors. Specifically, the changing nature of



individual psychological states (e.g., motivation, affect, and even personality) requires enhanced theoretical and empirical examination of the interplay between individuals and networks in the organizational context.

For personnel research, understanding the microfoundations of social networks plays a key role in addressing three overarching research questions: (1) How do individuals perceive, react to, and shape the organizational networks they are embedded in (i.e., the mechanisms underlying the relationships between individual attributes and their networks)? (2) How do networks (both the structural aspects of the networks and the behavioral enactment of social interactions) influence individuals, such as changes in their identities, motivational states, and even personalities over time? (3) How do individuals and networks mutually influence each other in the workplace and possibly coevolve in a pattern of dynamic evolution and adjustment? Research addressing these questions will make significant theoretical, methodological, and practical contributions.

Articulating how individuals and networks define and shape each other can deepen and advance theories about people in the workplace. For example, our microfoundational view of individuals and networks can help *leadership* research take a dynamic view, acknowledging that “leadership network structures can change dynamically over time, and that certain shifts in patterning predict important outcomes” (Carter, DeChurch, Braun, & Contractor, 2015, p. 610). Further, theories on *career success* can build on this network view to explain how social capital is developed and activated. For example, in their study of individuals’ developmental networks, Dobrow and Higgins (2019) assert, “although prior research has demonstrated the benefits of developmental networks, we know relatively little about how these networks change over time or the antecedents of developmental network dynamics” (p. 221) and conclude that a pressing issue is “to theorize about why such changes occur” (p. 242). As another example, Parker, Halgin, and Borgatti (2016) examined social capital dynamics, whereby individuals who receive high or low performance evaluations respond by activating certain portions of their networks, and deactivating others as a self-regulatory, protective mechanism. *Strategic human resource management* research has also started to bridge structural views and psychological views on social networks (e.g.,

Methot, Rosado-Solomon, & Allen, 2018), given that “networks are made volatile by the entry and exit of contacts, the formation of new relations, decay of the old, and realignment of the continuing” (Burt & Merluzzi, 2016, p. 370). In summary, adopting this dynamic perspective on social networks will offer researchers in a variety of areas within personnel research (e.g., innovation, trust, conflict, teams, justice, diversity, job search, and turnover) greater insights on the role of both networks and networking.

Moreover, more research attention can be paid to the potential dark side of social networks and networking in the work context uncovered in recent research. For example, multiplex ties at work may lead to exhaustion and detract from job performance due to tie maintenance difficulties (Methot, LePine, Podsakoff, & Christian, 2016). Women are still disadvantaged by a lack of relational opportunities relative to men in organizations (Brands, Erug, Fonti, & Tasselli, 2022). Differential access to social network resources may help perpetuate disparity in career achievements among people of different social class backgrounds (Clauset, Arbesman, & Larremore, 2015; Szell & Sinatra, 2015). Furthermore, instrumental networking in pursuit of professional goals can impinge on an individual’s moral purity, leading them to feel discomfort, even dirty (Casciano, Gino, & Kouchaki, 2014). Taking a dynamic and microfoundational perspective on such negative aspects of social networks and networking may further enrich the literature and provide a more balanced view on the benefits and costs of relationships at work, as well as on the practices that can reduce these relational risks.

Studies advancing our understanding of social networks and networking in organizations and careers can also potentially make methodological contributions (Carpenter, Li, & Jiang, 2012), by using novel methods of data collection, measurements, and analytic tools. For example, in testing and advancing nuanced theories of employee social networks and networking, researchers have integrated new ways of collecting and analyzing data, such as email messages (Woehler et al., 2021), wearable sensors (Matusik, Heidl, Hollenbeck, Yu, Lee, & Howe, 2019), and semantic analysis (e.g., Tasselli, Zappa, & Lomi, 2020). These studies helped push boundaries of data collection and construct validation and analysis, which can benefit the broader personnel research field.

Traditionally, the paucity of longitudinal treatment and analysis of networks may be attributed to the challenges of collecting multiple waves of networks data and the difficulties in statistically modeling the dynamics of networks (Snijders, 2011). With new data access (e.g., organic data: Xu, Zhang, & Zhou, 2021) and data analytics tools available (e.g., stochastic actor-oriented models: Kalish, 2020; autologistic actor attribute models: Parker, Pallotti, & Lomi, 2021; exponential random graph models: Robins, Snijders, Wang, Handcock, & Pattison, 2007), research can better align methodology with theorizing, creating opportunities to advance theory, research methods, and organizational practices.

A better understanding of employee social networks and networking can guide organizational policies and the design of interventions at different scales. For example, research on how demographics relate to network formation and network activation can inform policies for reducing disparities in access to social capital and career benefits. In addition, by knowing the impact of a given network structure and attributes of its actors on individual workers, organizations can better cultivate relationships among employees through formal and informal programs (e.g., orientations; Zhou, Park, Kammeyer-Mueller, Shah, & Campbell, 2022). Insights from studying the coevolution of networks and individuals can be helpful for (re)designing organizations as well. Further, knowledge on the relationship between selective activation of social networks and creative idea generation and elaboration can be leveraged to guide practices to improve innovation (e.g., Perry-Smith & Mannucci, 2019). Finally, employment and career development programs can be designed to help workers better understand and strategize their networking efforts in job transitions and career advancement (e.g., Wanberg et al., 2020).

## Key Subthemes, Scope of Focus, and Example Research Questions:

We seek conceptual, empirical, meta-analytical, and methodological papers that examine employee social networks and/or networking in one or multiple of the following three subthemes and offer ground-breaking insights. We expect and encourage papers from multiple levels of analysis and from a variety of topical areas (leadership, teams, trust, conflict, work-life interface, mentoring, careers, job search, socialization, turnover, retention, etc.). We welcome papers that adopt and ex-

tend different theoretical frameworks, and that utilize different methods. Suitable manuscripts may focus on but not limited to the following example research questions:

### ***Subtheme 1: How do individuals perceive, react to, and shape their networks, and what are the costs and benefits to their actions?*** For example:

- 1) How do individuals' cognitions (e.g., Smith et al., 2020), psychological states (e.g., motivational states, affective states) and relational behaviors (e.g., social drinking: Liu, Bamberger, Wang, Shi, & Bacharach, 2020) drive networking actions and network positions inside and outside of the organization?
- 2) How do individual, dyadic, and group attributes relate to the activation and utilization of social ties with distinct characteristics (e.g., multiplex and dormant ties)?
- 3) How do differences in access to social capital across gender, race/ethnicity, and other demographic characteristics form and change over time? How do organizational practices prevent, sustain, or exacerbate such differences? Why and when are the interventions effective?
- 4) What degree of agency do people have in forging, shaping, and dissolving network ties and structural configurations? What factors influence perceptions of agency? How does agency translate into networking behaviors that can influence network structure?

### ***Subtheme 2: How do networks inside and outside the workplace influence individuals' attributes (e.g., identities and motivational states) and careers over time?*** For example:

- 1) How and when do structural characteristics of social networks influence the formation, activation, suppression, and changes in employees' self-concepts (e.g., organizational identities), and the persistence or fluctuation in work motivation?
- 2) How do team network structure and attributes of team members together affect within-team behavior dynamics (e.g., shared leadership), emergence of team states (e.g., team climate), team effectiveness (e.g., team creativity and innovation), and inter-team interactions (e.g., between-team competition)?
- 3) How, when, and for whom do dormant and activated ties contribute to or hinder job search, job change, and other career transition processes, as well as trajectories of career success (e.g., promotion and subjective career satisfaction)?

4) What is the role of social networks in helping individuals navigate the changing labor market as a result of the pandemic?

### **Subtheme 3: How do individuals and their networks in the work context coevolve over time?**

1) *What is changing* – is the nature or the content of workplace ties changing in terms of whether it is unitary or multiplex? Is the existence and persistence of a tie changing over time (i.e., formation and dissolution)? What are the main changes in networking patterns of openness and embeddedness, observed at both the structural (e.g., size and betweenness centrality) and relational (e.g., nature of relationship) levels?

2) *Why is it changing* – what factors are driving this change from the person's side and what factors are driving this change from the structural side? Does the opportunity provided by the organizational context and by the motivation of the individuals drive network change? What role does individual agency play in driving network change (for example, in terms of networking behaviors and brokerage orientations; Porter & Woo, 2015)?

3) *Where is it changing* – are organizations, through their formal structures, changing networks (e.g., HRM practices impacting interactions; Methot et al., 2018)? Are people, with their idiosyncrasies, and networks, with their differentiated structures, coevolving (e.g., Kleinbaum and Stuart, 2013 on network responsiveness; McEvily, Soda, & Tortoriello, 2014 on the link between the formal and informal organization)? What role do third-party employees (e.g., a coworker, supervisor, or mentor) and third-party nodes (e.g., brokers) play in work-related tie formation, maintenance, and activation?

### **Submission Process and Timeline**

To be considered for the Special Issue, **manuscripts must be submitted between September 1 and September 30, 2023 (by 8:00pm U.S. Eastern Standard Time, September 30, 2023)**. Papers for this Special Issue cannot be submitted prior to the first day of September 2023. Submitted papers will undergo a double-blind review process and will be evaluated by two reviewers and one special issue editor. Final acceptance is contingent on the review team's judgments of the paper's contributions on four key dimensions:

1. *Theoretical contribution*: Does the article offer new and innovative ideas and insights or meaningfully extend existing theory? Are the articles embedded in the rele-

vant literature?

2. *Empirical contribution*: Does the article offer new and unique findings, and are the study design, data analysis, and results rigorous and appropriate in testing the hypotheses or examining the research questions? This applies only to empirical submissions.

3. *Practical contribution*: Does the article contribute to improving the management of people in organizations?

*Contribution to the special issue topic*. Does the article contribute to the literature on the role of employee social networks and networking in organizational behavior and human resource management issues?

Authors should prepare their manuscripts for blind review according to the directions provided in the *Publication Manual of the American Psychological Association* (7th ed.). Formatting guidelines are also provided on *Personnel Psychology's* website, under "author guidelines": <https://onlinelibrary.wiley.com/page/journal/17446570/homepage/forauthors.html>. Be sure to remove any information that may potentially reveal the identity of the authors to the review team. Manuscripts should be submitted electronically at: <https://wiley.atyponrex.com/journal/PEPS>

### **Paper Development Workshop**

Authors whose papers will receive an invitation to revise and resubmit will be invited to a paper development workshop organized at the University of Exeter Business School. In this workshop, authors will have the opportunity to present and discuss their research, in a constructive and developmental spirit, with the Special Issue editors and with other experts in the field. Participation in the workshop is not a requirement for a paper to progress to the acceptance stage.

### **Questions on the Special Issue?**

Please direct your questions about the Special Issue to Alexandria Gerbasi (a.gerbasi@exeter.ac.uk), Songqi Liu (sqliu@gsu.edu), Stefano Tasselli (s.tasselli@exeter.ac.uk), and Betty Zhou (zhoul@umn.edu).

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