



The Career Forum

Volume 32, Issue 2

Yan Shen, Editor & Lan Wang, Associate Editor

Winter 2013

2013-2014**Careers Division Officers****Julia Richardson, Immediate Past Chair**

York University, Canada

jrichard@yorku.ca**Peter Heslin, Division Chair**

University of New South Wales, Australia

heslin@unsw.edu.au**Kimberly-Ann Eddleston, Division Chair Elect**

Northeastern University, USA

k.eddleston@neu.edu**Tania Casado, Program Chair 2014**

University of Sao Paulo, Brazil

tcasado@usp.br**Corinne Post, PDW Chair 2014**

Lehigh University, USA

cgp208@lehigh.edu**Emma Parry, Treasurer**

Cranfield University, UK

emma.parry@cranfield.ac.uk**Gina Dokko, Secretary**

UC Davis, California, USA

gdokko@ucdavis.edu**Yan Shen, Editor, Career Forum**

University of Victoria, British Columbia, Canada

yanshen@uvic.ca**Sherry Sullivan, Historian/Archivist**

Bowling Green State University, USA

sssulliv@bgsu.edu**Belinda Allen, Listserv Manager**

Monash University, Victoria, Australia

belinda.Allen@buseco.monash.edu.au

Dear all,

Welcome to the Winter edition of the Careers Forum! This edition of the newsletter contains information from our Career Division Officers including details on the 2013 AoM Annual Meeting in Orlando, member news, and important upcoming dates.

We hope you enjoy the newsletter!

Merry X'mas and Happy New Year,

Yan Shen
Careers Forum Editor

Contents

1. News from the Careers Division
2. Call for papers
3. News for our members
4. About the Careers Division

1. News from the Careers Division

A. Letter from our Careers Division Chair Peter Heslin



Dear Colleagues,

The CAR Business Meeting is our annual get-together to update our membership about the status of the Division, and to recognize the efforts and accomplishments of our extraordinary members. All members are welcome at these meetings, and we hope you will join us at next year's meeting to mingle with fellow CAR members and to learn about opportunities to be more involved in the Division's activities.

Monique Valcour (PDW Chair) and **Kim Eddleston** (Program Chair) put together another excellent Careers program for the AoM this year. The Division thanks the efforts of our 145 reviewers from 21 countries that made our program possible. Please sign up as a reviewer next year!

Our scholarly program had 48 scholarly papers and 18 symposia. Our symposia, five of which were Showcase Symposia, were all co-sponsored by other divisions, showing the relevance of careers research to many other divisions of the AoM. This year we also had 8 PDWs with CAR as the primary sponsor, including workshops about international sabbaticals, transitioning from industry to academia, and an all-Academy PDW about pursuing work-life balance in academic careers. We have had great success attracting cross-division participation in PDWs about managing our own academic careers (in addition to those about our scholarly interests) and we are pleased to be the Division that all Academy members are turning to for help in managing their careers. Why not start thinking about submitting a PDW for potential inclusion in next year's program? With submissions due in January, now is the time to begin envisaging what you might propose, contacting potential collaborators, and discussing your ideas early with our 2013-2014 PDW Chair, **Corinne Post** (coripost@optonline.net).

Our 2013-2014 Program Chair, **Tania Casado** (tcasado@usp.br), is looking forward to receiving your submissions of papers and symposia to our scholarly program in order to continue the standard of excellence that the Division has set in previous years.

This year is our Five Year Review; the periodic AoM governance process for checking in with divisions. As your Division Chair, I will be leading the review process with a team that includes **Gina Dokko**, **Kim Eddleston**, **Svetlana Khapova**, and **Julia Richardson**. We need your input for this process, so please provide your input in our member survey, coming out in mid-October.

Congratulations to the winners of awards for best papers, best symposium, and reviewing!

- ❖ **Best Paper Award** (sponsored by *Career Development International*, Emerald Journals) was won by **Belle Rose Ragins, Karen Lyness, Kyle Ehrhardt, Dianne Murphy, and John Capman** for the paper titled “Anchoring Relationships at Work: Mentors as Buffers to Ambient Racial Discrimination.” Comments made by the award committee (**Melissa Marinelli, Barbara Ribbens, Jennifer Tosti-Kharas, and Rick Cotton**) included: *“The paper tackles a very timely and important topic, with wide-ranging implications for research on mentoring, diversity, and careers... The authors compared mentoring relationships to other types of work relationships which was a strength as it rules out alternative explanations for the results... This paper combines diversity and mentoring ideas in a very well done study to explore mentoring relationships in context... I really liked their use of discrimination as a bigger picture than just the person being discriminated against. This context really resonated with me and I found this study very intriguing.”* Congratulations **Belle, Karen, Kyle, Dianne, and John!**
- ❖ **Best Student Paper Award** (sponsored by the Reed Center for Careers and Diversity) was won by **Jeff Yip** for his paper titled “How Implicit Assumptions about Followers Shape the Mentoring Behaviors of Top Executives”. The award committee (**Christine Bataille, Gayle Baugh, Nicky Dries, and Angus Duff**) noted that: *“The topic of this paper was wildly interesting ... the theoretical framing of the study immediately captures the attention of the reader ... the inclusion of relational engagement in the hypothesized model is grounded in coherent theoretical arguments and provides an important contribution to our understanding of mentoring behavior.”* Congratulations **Jeff!**
- ❖ **Best International Paper Award** (sponsored by the University of New South Wales) was won by **George Benson, Cheryl K. McIntosh, Maritza Salazar, and Hoda Vaziri** for their paper titled “Defining Career Success: A Cross-Cultural Comparison”. The award committee (**Nikos Bozionelos, Jessie Koen, Sowon Kim, and Sherry Sullivan**) observed that this paper: *“Focuses on an interesting and important issue: the frame of reference with regard to how people across the world define career success is important for both theory and practice ... it is a very impressive study and dataset, featuring a good combination of qualitative and quantitative research, which gives great insights on the different career definitions and allows for the qualitative data to be matched with previous theory.... Reading the paper made me want to attend the session at the conference!”* Congratulations **George, Cheryl, Maritza, and Hoda!**
- ❖ **Best Applied Paper Award** (sponsored by the Reed Center for Careers and Diversity) was won by **Marijke Verbruggen, Hetty Van Emmerik, Anita Van Gils, Andries de Grip, and Christoph Meng** for their paper titled “Does Early-Career Underemployment Impact Future Career Success? A Career Path Dependency Perspective.” According to the award committee (**Sara De Hauw, Andreas Hirshi, Kyle Ehrhardt, and Yehuda Baruch**): *“This was an ambitious study that drew on an interesting dataset...I liked how the paper addresses the influence of underemployment on career outcomes by taking the timing of underemployment into account. I liked the path-dependency approach taken by the authors as a conceptual foundation. Using this as a basis, the theoretical perspectives incorporated (e.g., labeling theory, dual labor market theory, career timetable theory) made for sound*

*arguments in the hypothesis development.... Overall, the implications have strong importance for individuals and policy makers.” Congratulations **Marijke, Hetty, Anita, Andries, and Christoph!***

- ❖ **Best Symposium Award** was won by **Lisa Dragoni** (Chair) and **Susan Taylor** (Discussant) for their symposium titled “Some Events Just Matter More than Others: Advances in the Study of Individuals’ Transitions”. The Best Symposium award committee noted that: *“This was an awesome session with a star-studded panel addressing some truly important issues. ...A great mix of variety and common themes... I love the way the discussant so insightfully pulled it all together and gave the audience plenty of food for thought”*. Congratulations to Lisa, Susan, and the other contributors to this symposium: **Erica Diehn, Sheila Forte-Trammell, David Harrison, Jessie Koen, Dong Liu, Terry Mitchell, Fred Morgeson, Haeseen Park, Alan Saks, Connie Wanberg, and Jing Zhu.**

The **2013 Best Reviewers** were: **Maximilian Buyken, Kyle Ehrhardt, Claudia Holtschlag, Anya Johnson, Madeline Crocitto, Gayle Baugh, D’Lisa McKee, Daniela Truty, Yehuda Baruch, Sara De Hauw, Evgenia Lysova, Julia Richardson, Belgin Okay-Somerville, Peter Heslin, Opal Leung, Stephanie Maynard-Patrick, and Sean White.**

Finally, **John Van Maanen** accepted the Hughes Award for scholarship that links careers theory with the broader field of organization studies (presented by **Maury Peiperl**). We are delighted to see John join the distinguished ranks of previous Hughes Award winners: **Kathy Kram, Jeff Greenhaus, Barbara Lawrence, Michael Arthur, Lotte Bailyn, Tim Hall, and Ed Schein.**

The meeting concluded with a walk over to Epcot for the Division Social event. This event and the PDW Social event held at Il Mulino restaurant (thanks to Kim Eddleston and Monique Valcour, and sponsors Emerald Publishing/Career Development International, Northeastern University, EDHEC, and Lubar School of Business, University of Wisconsin Milwaukee) continue our tradition of having the hottest social events at the AoM meetings!

The full Business Meeting minutes, together with useful information about our five year review and other issues, is available on our Division website: www.cardiv.org. Many thanks to **Julia Richardson** (jrichard@yorku.ca) for so elegantly renovating this site during the last 12 months. I strongly encourage you to check it out and contribute to it by contacting Julia to share news of events or special calls that are likely to be of interest to our members.

Finally, sincere thanks to our Division Secretary **Gina Dokko**, for her invaluable assistance in compiling this message and helping our Division stay on track.

Wishing you a most productive and joyful last few months of the year!

Peter Heslin
2013-2014 Careers Divisional Chair

B. Letter from our Program Chair Tania Casado



Dear Careers Division Members,

The 74th AoM Conference will be held in Philadelphia, August 1-5, 2014. The deadline for submission is approaching. On January 14th, Martin Luther King's Day, Academy of Management submissions process will be closed. As Program Chair, I invite all colleagues to submit and review for our Division. I'm sure we will have a great conference.

We, the People of Careers Division, are a multicultural group and our Division has played an important role in engaging scholars from different parts of the world into AoM leadership. We have been studying cultural differences related to Career themes, we have been listening different languages talking about work and life integration, and we have been looking at career meanings from different perspectives.

The Power of Words is a great theme to be developed by all our colleagues dedicated to career studies and Philly will be the perfect place to talk about words, motives and development. The conference sites will be surrounded by important monuments, symbols and historical places that tell us about the power of words. I hope the scenario will be an extra inspiration to our discussions and meetings.

For us, CAR Division Members, it will be one more opportunity to present, discuss, teach and learn together about alternatives to enhance human potential, to contribute for better work experiences and for helping people to find innovative ways of getting more from their personal experiences of work.

By making individuals consider their true motivations, values and beliefs, and freely express their differences; by warning individuals about golden handcuffs and by offering new theories and tools for professionals, we hope to continue our work in helping others to never hear: "You gave too much for your whistle".

"In short, I conceive that great part of the miseries of mankind are brought upon them by the false estimates they have made of the value of things, and by their giving too much for their whistles." Benjamin Franklin (1706-1790).

For the whole text, go to:

<https://archive.org/stream/whistle00fran#page/n3/mode/2up>

Happy New Year!

Tania Casado
Program Chair 2014

C. Letter from our Immediate Past Chair Julia Richardson

Development of the Careers Division Website



Dear Colleagues,

Our website <http://www.cardiv.org/> is currently being updated to better serve our members. It has been quite a lengthy process with our 'webmaster' Julia Richardson learning the required 'technical skills' to adjust the previous site and add new content. Thankfully she has had the support and patience of a colleague in the IT department at York U, Sanja Becic, to assist her. As we look toward the future, Julia would very much like to hear from members looking to post any calls, news events or general items of information they would like to share with our members. Julia will also be liaising regularly with our Program Chair (Tania Casado) and Professional Development Chair (Corinne Post) plus other Exec Members for further postings. The specific aim of the site is to become a resource for our members, including a 'teaching community' website currently being developed by Michael Arthur and Holly Slay.

If you have any suggestions for how the website might better serve our members, don't hesitate to contact Julia at jrichard@yorku.ca

Julia Richardson
2012-2013 Careers Division Chair

D. Letter from our PDW Chair Corinne Post

2014 Careers Division Professional Development Workshops: Call for Proposals



Dear Careers Division Members,

Division members are warmly invited to submit Professional Development Workshop (PDW) proposals to the Careers Division for the 2014 annual conference.

As usual, a broad range of PDWs will be considered. Nevertheless, submissions that relate to the 2014 conference theme "**The Power of Words**" are especially welcome. Such PDWs might address the following questions: What are the roles of digital media in shaping careers at various stages of the life course? How may social media help define or re-define career success in general or for specific types of careers? What are the processes through which various word-carrying technologies may exacerbate or alleviate inequalities in career success? How may digital media enhance or detract the effectiveness of career enhancing strategies (e.g. mentoring, networking)? What is the role of management educators

and scholars in helping our graduates to become savvy communicators? These are just some career-related questions that can serve as inspiration for PDW submissions.

While the conference theme and suggestions provided above offer some guidelines, the PDW program will include a wide range of sessions for both the Career division audience as well as the larger AOM audience.

Suggested topics for PDWs include, but are not limited to the following:

- Strategies for developing research and getting published
- Incorporating career concepts into teaching; interactive demonstration of career tools
- Applying career development and coaching concepts (e.g., mindfulness, self-leadership, personal marketing, establishing research collaborations, adaptability, managing diversity, work-life integration strategies)
- Cutting edge research and/or teaching methods
- Research incubators
- Making career changes, navigating international careers, and crafting nontraditional career paths
- Mentoring and networking
- Success strategies in career transitions (e.g., related to aging and retirement, economic adversity, unexpected events, multiple career changes).

The Careers division has a long tradition of offering innovative and inspirational PDWs that foster meaningful connections among workshop participants. Therefore, proposals that pioneer new or alternative themes and formats continue to be welcome. In particular, we encourage PDW proposals that feature:

- High quality networking & discussion opportunities
- Expert speakers with valuable knowledge to share
- Real world applications, including actionable advice
- Feedback on research papers / assistance with personal research challenges
- Personal experiences: stories of dealing with career challenges
- Fun!

If you would like further information, want to discuss a potential submission, or would like to be put in touch with other potential contributors, please contact Corinne Post, the PDW chair for the Careers Division (corinne.post@lehigh.edu).

I look forward to receiving your exciting ideas for the Careers Division PDW program of 2014!

Corinne Post
PDW Chair 2014

E. Call for Nominations

**Call for Nominations:
The Everett Cherrington Hughes Award for Careers Scholarship
Deadline: 30 April, 2014**

The Hughes award recognizes scholarship which has made a significant contribution to the task of linking careers theory with the broader field of organization studies.

It is the Careers Division's premier award, a way of honoring those who have worked to build bridges between careers and other areas of organizational enquiry. There is no requirement, express or implied, that the recipient of the award be a current or former member of the Careers Division, or of the Academy. The aim of this award is to acknowledge the work of scholars who have forged, rather than severed, connections between careers and other fields of social inquiry. The award carries, with the permission of his family, the name of Everett Cherrington Hughes. It does so to commemorate his seminal role in establishing careers as an object of scholarly study, but more particularly because it rewards the kind of contribution his work embodied. Past recipients of the award are: Edgar Schein, Tim Hall, Lotte Bailyn, Michael Arthur, Jeffrey Greenhaus, Barbara Lawrence, Kathy Kram, and John van Maanen.

Nomination materials should be emailed to committee chair Maury Peiperl (Maury.Peiperl@imd.org). The following information is required for a nomination to be considered and must be emailed as one unit by the April 30th deadline: (1) letter of support from primary nominator, (2) a copy of the nominee's vita, and (3) at least one additional letter of support. Letters of support should clearly detail how the nominee meets the requirements of this honor. Also, in addition to organizing the nomination, the primary nominator is responsible for communicating with those who write letters of support. Please remember that the award committee does not use a rolling nomination procedure.

Thank you in advance for your participation in this important process. Please email Maury Peiperl with any questions.

Committee Members:

Chair: Maury Peiperl Maury.Peiperl@imd.ch

Member of CAR: Monica Higgins Monica_Higgins@harvard.edu

Member, non-CAR : TBD

2. Call for Papers

A. Announcement of the upcoming 30th EGOS Colloquium

Call for Papers
30th EGOS Colloquium, Rotterdam, Netherlands
July 3rd-5th, 2014

An implication of the use of the word 'organization' in the title of this sub-theme is that the Group's focus is on the work career. This impression is reinforced by the leading definitions of career in the literatures on which much of our work is based. For example, perhaps the most cited definition of career is that of Arthur, Hall and Lawrence (1989: 8): *the evolving sequence of a person's work experiences over time*. Yet this implication is misleading. The boundaryless career literature has drawn attention usefully to the way that careers are not bounded by organizations, and the increasing use of the term 'calling' directs focus at career rewards that transcend traditional indicators of career success (Hall & Chandler, 2005). More significantly, the Chicago School, led by Everett Hughes, saw career as covering everything that happens to a person over their lifetime, both work-related and unrelated to work (Barley, 1989). Indeed organizing is fundamental to social structures, and its consequences can take many forms: in addition to the familiar businesses and public sector organizations in which we typically conduct our research, examples include family units, voluntary organizations, occupational communities, patients in health care organizations (Roth, 1963), and political parties.

Careers, following Hughes (1937: 413), "may be expected to reveal the nature and 'working constitution' of a society", so we can expect to learn much about these many and varied institutions by examining the careers of the people who live their lives in and through them. So, for this sub-theme we invite scholars to submit papers looking at careers beyond the mainstream, by which we mean not just careers in and between traditional organizations, but careers involving people on whom the organizational careers literature may not have focussed hitherto. We welcome papers about any groups, traditional or otherwise, but examples of the kind of papers in which we are particularly interested include:

- Studies of careers that are unique in some way, for example members of particular occupations or professions, the socially marginalized (Prasad et al., 2007), the retired
- Studies of careers which involve engagement with the kind of non-work organizations listed above
- Studies of careers of those who work outside traditional work organizations, for example entrepreneurs, the self-employed; women in non-traditional industries; not for profit
- Theoretical explorations of the meaning of career outside the traditional organizations that have been the focus of the literature hitherto
- Comparative studies contrasting careers in different social settings or national contexts
- A life course perspective on career – i.e., 'the series of role entries, trajectories and exits that constitute people's biographies (Moen & Sweet, 2004)

References

- Arthur, Michael B., Douglas T. Hall & Barbara S. Lawrence (1989): 'Generating new directions in career theory: The case for a transdisciplinary approach.' In: Michael B. Arthur, Douglas T. Hall & Barbara S. Lawrence (eds.): *Handbook of Career Theory*. Cambridge: Cambridge University Press, pp. 7–25.
- Barley, Stephen R. (1989): 'Careers, identities, and institutions: the legacy of the Chicago School of Sociology.' In: Michael B. Arthur, Douglas T. Hall & Barbara S. Lawrence (eds.): *Handbook of Career Theory*. Cambridge: Cambridge University Press, pp. 41–65.
- Hall, Douglas T. & Dawn E. Chandler (2005): 'Psychological success: When the career is a calling.' *Journal of Organizational Behavior*, 26 (2), pp. 155–176.
- Hughes, Everett C. (1937): 'Institutional office and the person.' *American Journal of Sociology*, 43, pp. 404–413.
- Moen, Phyllis & Stephen Sweet (2004): 'From "work-family" to "flexible careers".' *Community, Work & Family*, 7 (2), pp. 209–226.
- Prasad, Pushkala, Caroline d'Abate & Anshuman Prasad (2007): 'Organizational challenges at the periphery: Career issues for the socially marginalized.' In: Hugh P. Gunz & Maury Peiperl (eds.): *Handbook of Career Studies*. Thousand Oaks, CA: SAGE Publications, 169–187.
- Roth, Julius A. (1963): *Timetables: Structuring the Passage of Time in Hospital Treatment and Other Careers*. Indianapolis: Bobbs-Merrill.

Polly Parker is the Management Cluster leader in the University of Queensland Business School, Australia, where she is an associate professor in leadership and HRM. Her PhD, from the University of Auckland, was on career communities. Her current research on careers, leadership, peer coaching and human resource development has been published in a wide variety of journals including 'Journal of Organization Behavior', 'Academy of Management Learning and Education', 'Leadership' and 'Journal of Vocational Behavior'.

Wolfgang Mayrhofer is a Full Professor at the Interdisciplinary Institute of Management and Organisational Behaviour, Department of Management, WU Vienna, Austria. He conducts research in the area of comparative international human resource management and leadership, work careers, and systems theory and management. Wolfgang has published in a number of high-ranking international journals, authored, co-authored and co-edited 27 books and is a member of several editorial/advisory boards of journals.

Martin Gubler heads the Career Research Center at the Schwyz University of Teacher Education, Switzerland, and is an HRM lecturer at three Swiss universities and business schools. He completed his PhD on protean and boundaryless career orientations of IT professionals at Loughborough University, UK. Before joining academia, Martin worked as a senior IT HR professional. He has presented his research at various conferences, including Annual Meetings of the Academy of Management and EGOS Colloquia.

B. A Special Issue called by Journal of Organizational Behavior

Call for papers
Commitment in Organizational Contexts
Journal of Organizational Behavior

Guest Editor:
 Howard J. Klein,

Background and Rationale for this Special Issue

This special issue will highlight new developments in understanding all aspects of commitment in organizational contexts. Commitment is ubiquitous in organizational contexts, with individuals forming commitments to numerous different targets. Those targets include but are not limited to employing organizations, client/supplier organizations, professional associations and unions; organizational sub-units, work teams, and top management teams; specific supervisors, co-workers, subordinates, and customers/clients; decisions, goals, projects, change efforts, strategies, values, job tasks; and one's career/occupation. Commitment is of great academic and managerial interest given the relationships demonstrated between commitment and outcomes important to organizations (e.g. motivation, target continuation, and both in-role and extra-role performance) and to employees (e.g., affect and well being). Commitment remains a vibrant research topic because of its centrality to understanding and predicting workplace behavior. There are few phenomena studied in organizational behavior that are not germane to commitment.

Submissions may address any aspect of commitment in organizational contexts with a preference given to manuscripts with the greatest potential to advance the commitment literature by providing new insights, perspectives, or methodologies. Examples of desired submissions include but are not limited to those that (a) examine the conflicts and interplay among commitments to multiple targets, (b) explore temporal issues in the development, maintenance, and loss of commitment, (c) help differentiate commitment from related psychological states and other types of workplace bonds, or (d) examine new or under-researched commitment targets.

This special issue will be developed from the best presentations and ideas from the 2014 Conference on Commitment. Appearing on the conference program does not ensure an authorship opportunity nor is it a prerequisite. The conference Program Committee will determine which conference contributors will be invited to submit manuscripts for this special issue. Visit the conference web site (http://fisher.osu.edu/~klein_12/Commitment.htm) for more information regarding conference submission and registration.

Contributors should note:

- The submitted papers will be blind reviewed in the normal way.
- Submitted papers must be based on original material not under consideration by any other journal or outlet.
- For empirical papers based on data sets from which multiple papers have been generated, the editors must be provided with copies of all other papers based on the same data.
- The editor will select a number of papers to be included in the special issue, but other papers submitted in this process may be published in other issues of the journal.

Submission Procedure and Deadlines:

Papers to be considered for this special issue should be submitted online via:
<http://mc.manuscriptcentral.com/job> (selecting 'Special Issue Paper' as the Manuscript Type).

The conference submission deadline is March 15, 2014. The submission deadline for the special issue will be 1st February, 2015 with the issue intended for publication in 2016.

Contacts

The editor of the special issue, Howard J. Klein, is happy to discuss initial ideas for papers, and can be contacted directly at: klein_12@fisher.osu.edu

Please direct questions about the submission process, or any administrative matter, to the JOB Managing Editor, Katherine Wilkinson, at JOBedoffice@wiley.com.

C. A Special Issue called by Organizational Behavior and Human Decision Processes

Call for papers

*Leveraging phenomenon-based research in China for theory advancement
Organizational Behavior and Human Decision Processes*

Guest Editors:

Kwok Leung, City University of Hong Kong, China

Ray Friedman, Vanderbilt University, USA

Chao C. Chen, Rutgers University, USA, and Nanjing University, China

China is now the second largest economy in the world and is poised to be the largest within two decades. Many interesting, relatively unique social and behavioral phenomena exist in China. Studying these phenomena will not only deepen our understanding of Chinese culture, but also provide new insights about how humans are shaped by, adapt to and transform social and cultural forces. The different cultural and institutional context of China vis-à-vis that of the West provides immense opportunities for evaluating, extending, and creating psychological theories.

An illustrative, but not exhaustive list of phenomena in China that fall within the scope of this special issue is provided below:

- Generations born after 1980 are quite different from their parents in values, beliefs, norms, and behaviors. What are those values? How do they affect work behavior? Are stark inter-generational differences creating different challenges for China than the West in the work context?
- A very large percentage of university graduates cannot find jobs upon graduation and remain unemployed for a long period of time. In contrast, there is a shortage of low level

workers in many industries. How does an extreme imbalance of training and economic needs influence organizations, and the motivations of both high- and low-skilled workers?

- A huge number of migrant workers flock to the more prosperous cities to seek better jobs, and Chinese organizations develop differential employment relations at the workplace. How does being distant from family members affect worker expectations and employee relations? Are there particular socio-psychological dynamics created in the workplace by such differential employee relations?
- The number of employees with overseas education is rising rapidly. Does exposure to the West change values and workplace skills and expectations? To what extent can Western-educated Chinese understand and abide by local norms for workplace behavior?
- Grass root entrepreneurship, especially in rural areas, has exploded and created numerous tiny entrepreneurial entities. What are the psychological dynamics underlying the entrepreneurial activities of this type of entrepreneurs?
- The large firms are mostly state-owned, although many are listed in stock markets. Does state ownership affect the way managers and employees relate to each other? Does it enhance or diminish psychological flexibility? In these firms there is a dual track leadership system with one leader appointed by the Communist party and another leader appointed to run the firm. Does dual leadership change the nature of leadership? Do employees expect more or less from leaders when there is a dual leadership structure?
- There is a national policy for Chinese firms to become international, but many firms are accruing losses in their overseas operations and investments. What are the psychological issues involved when Chinese managers are sent overseas to manage an operation in a foreign nation?
- Consumers have low trust in products of some Chinese firms, such as baby formula. How has rampant consumer mistrust affected employee motivation, organizational commitment, and organizational identification?
- The central government emphasizes sustainability, but pollution and environment degradation are severe in many regions. Does this make employees more aware of health risks at work? Does pollution affect work-place energy and effort? Does it restrict employee willingness to be geographically mobile within a company?
- Materialism is at a high level in China. What are its major consequences in the workplace? How is the widening gap between the rich and the poor affect psychological processes in the work context?
- China is a developing country with an aging population, while most other aging countries are developed. Does demographic imbalance have a different set of risks and problems for developing than developed economies? Are psychological effects of aging different under these circumstances?
- Creativity is receiving a great deal of attention in China. What are the issues and hurdles confronting Chinese employees, especially R & D personnel, in their creative pursuit? What role does Chinese culture play in the promotion of employee creativity at all level? What

role does creativity play in the attempt by Chinese employees to achieve desired outcomes and deal with institutional constraints?

The research must address a well-defined phenomenon in China and falls within the general scope of OBHDP. It is important that the research demonstrates clearly and explicitly how phenomenon-based research results in the extension and modification of current constructs, models, theories, and perspectives, or the creation of new constructs and theories. We accept both quantitative and qualitative studies and inductive and deductive approaches, and we especially welcome mixed methods. We will not consider theory papers.

The deadline for submission is December 31, 2014. [Instructions for preparing manuscripts.](#)

For questions, please contact the special issue editors or Xiao-Ping Chen, the editor of OBHDP (xpchen@uw.edu)

3. News from our Members

A. James G.S. Clawson would like to announce his new book: **FindingFIT**



Overview

"FindingFit" (FF) presents a comprehensive methodology for self-assessment, job search, and career decision making. The process relies on multiple self-assessment tools under the premise that no single self-assessment tool is accurate enough or comprehensive enough to provide a solid career decision-making foundation. FF includes four modules: self-assessment (including more than 20 tools), developing life themes (distilling patterns from the data sets), job search (with sources, links, and advice) and a Career Decision Worksheet (based in Excel) for summarizing and matching self-assessment data and job-option search data in one place. The document represents a transition phase (there is a website

forthcoming) with live web links that provide a comprehensive career-guidance program for individuals, student career counselors, and HR professionals.

Letter from James G.S. Clawson

I've published "FindingFIT: a comprehensive guide to self-assessment and career development" which is a pdf file with 450 pages in it that guides people through self-assessment and job search. It's available through Darden Business Publishing for \$25. It comes with a

comprehensive Career Option Workbook, an extensive Excel workbook in which one can collect and massage their self-assessment data.

<http://store.darden.virginia.edu/findingfit>

I have used all of the instruments in several classes and career transitions seminars including the 3 day program we are running this weekend for alumni looking to make a transition.

I don't have testimonials on the individual assessments but do have comments on the process/course as a whole. This is built on an award winning course first developed at HBS in 1975. I did the 2nd and 3rd editions of the book, Self-Assessment and Career Development. This FindingFIT version is the "next generation" of that work. The common comment on the course (pre-FindingFIT which as I said is new this summer) was "The best course I took at"

I'm already working on a V 2.0 of the Career Option Workbook, and on the 2.0 version of the FF text as well.

I'm also retiring next May, 2014, after 3 years at HBS and 33 years at Darden.

Cheers,
Jim

James G. S. Clawson
Johnson & Higgins Professor of Business Administration
Darden Graduate School of Business, University of Virginia
ClawsonJ@Darden.virginia.edu

B. Presentation of research interest:

Letter from Laura Guerrero

My research is about job search and careers of immigrants. Immigrants sometimes face prejudice and discrimination, lack of cultural knowledge, have lower language fluency, and have poor access to social networks which impact both their job search and career outcomes. My research, published in *Applied Psychology: An International Journal* showed that language fluency and cultural knowledge are both related to job search clarity and job search self-efficacy (Guerrero & Rothstein, 2012). Within immigrant groups, I have sometimes focused on Hispanics who are a growing percentage of workers in the U.S. workforce (Guerrero & Singh, 2013; Guerrero & Posthuma, forthcoming). Using theories such as the theory of planned behavior and social cognitive theory, and frameworks such as the psychology of working, my work hopes to develop better models that reflect the context that immigrants experience when they try to improve their job search and career outcomes.

Laura Guerrero

Assistant Professor of Management
College of Business Administration, University of Texas at El Paso
lguerrero5@utep.edu

4. About the Careers Division

A. Domain Statement

The Careers Division addresses people's lifelong succession of work experiences, the structure of opportunity to work, and the relationship between careers and other aspects of life. Major topics include: individual career development; career management strategies; career planning; relationships between human resource systems and careers; life cycle interactions with work; race, culture, and gender effects on careers; labor force diversity; internal labor market structures and functions; cross-cultural careers; and effects of demographic and social changes on work.

B. Statistics For Careers Division (12/11/13)

Total number of members: 591

By member Type

Academic: 424

Emeritus: 18

Executive: 46

Student: 103

C. Teaching Community

Welcome to the Career Studies Teaching Community

The website is intended for use by invited scholars who teach about careers. The idea is to let those scholars share materials they use in their teaching. Website participants will be able to enter suggestions, and where appropriate attach files, under each of the categories listed on the right of the website.

Mission

We are a community of career scholars seeking to develop and maintain a shared website, a “commons” of information to all participants to use as a teaching resource. We value an interdisciplinary approach to our field, and to the way we teach about it. At the same time, we welcome contributions from particular social science perspectives that can contribute to the breadth of our conversation. We also view teaching broadly, to cover what we do in the classroom, in consulting activities, at the dinner table or in any social situation where we can represent the knowledge in our field.

Entering Data

You will need a login name and password to enter data. Please contact one of the site administrators below:

Michael Arthur: marthur@suffolk.edu

Holly Slay: slayh@seattleu.edu

As you enter new content, please carefully consider copyright permissions. If you know of a good story in a book, or a published article, movie or other media, simply provide the reference and page numbers of the story alongside your recommendation. We also encourage the posting of case recommendations through case clearing houses such as Harvard Business School Press, Ivey Publishing and the European Case Clearing House. Each site allows login and inspection copy privileges to all professors. Therefore, all we need to do is recommend cases from their collections to one another, with a brief note on how we've used the material. For convenience, we can provide a link to the host website alongside your recommendation.

Welcome to the Career Studies Teaching Community!

For more information:

<http://cardiv.org/teaching/>

D. The Career Forum

The Career Forum is a publication by and for the members of the Careers Division of the Academy of Management and it is produced twice a year.

Issues: two times a year

Fall/Winter Issue

Spring/Summer issue

If you have suggestions of things you would like to see included in **The Careers Forum** or changes that you would like made, please send those along as well.

Submissions for news, announcements, and abstracts are accepted on a continuing basis at:

yanshen@uvic.ca .

We're on the web! The Careers Division home page:

<http://www.cardiv.org/>