

# The Career Forum

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## INTRODUCTION

Dear Careers Division Members,

Here we are with a new issue of the Career Forum. As you approach the end of the year, I hope you find a moment to review this issue 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!

For me (and I hope the same on your end), in this issue, the highlights are the messages from our executive committee. Our division chair's message is particularly encouraging, hopeful, and uplifting, as it reflects how hard the team has been working to make our division stand out. I am inspired by the innovative initiatives that have been taking place despite all the challenges that the pandemic has imposed on our officers and members. Our division chair-elect's letter is very interesting as it reports a summary of the 2021 AOM conference program with its diverse content areas and activities. Our program and PDW chairs' messages cover important details about the 2022 AOM conference, inviting you to submit papers, symposia, PDW proposals and helping you know what to expect. Last but not least, 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 third "Member Spotlight," which features two outstanding CAR division members and scholars. I am sure you will enjoy getting to know them through reading the accounts they have generously shared with us. Finally, please remember to look at the "did you know that" and "resource corner" sections 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 the Career Forum. I hope you are healthy and safe wherever you are.

Melika Shirmohammadi  
Newsletter Editor, Careers Division

## NEWS FROM THE CAREERS DIVISION

### Message from our Division Chair, Jos Akkermans



Dear Careers (CAR) Division Members and Friends,

Dear colleagues and friends,

Back in 2015, I started my first serious volunteering role for our division when I became the newsletter editor. Who'd have thought that, only six years later, I am writing this contribution to you all as the division's chair? It is truly an honor and pleasure to act in this role! In the past three years, as PDW chair, program chair, and chair-elect, I have learned so much and have been incredibly inspired by everything we do as a division. Despite the critical challenges of a global pandemic and everything that came along with it, I believe CAR is stronger than ever. That's all thanks to your involvement in the division.

This year, as division chair, I want to prioritize three main goals: continuing work on our division's strategic goals, enhancing our (social media) communication efforts, and starting preparations for our second Careers Division community conference.

The first goal is to continue the fantastic work my predecessors started. In 2019, we completed our 5-year review of the division. As a result, 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 our members. Scott Seibert, Jamie Ladge, and Gina Dokko already made significant progress on these goals during their division chair terms. Our division started several new committees focusing specifically on these aims, such as the Value Beyond August team, the Mentoring team, and the Research Collaboration team. Some of their highlights (but this is certainly not an exhaustive list!) until now include a brand new mentoring program, a virtual careers in the rough session, and video series with award winners and prominent careers scholars.

I have had the pleasure of talking with all of the committees recently. Honestly, I'm blown away by their creativity and ideas. In a time when we are all facing unpredictable and stressful circumstances, the committees are working on several activities that will offer fan-

tastic opportunities to our members. Please allow me to share some of them here.

The **Mentoring Committee** consists of Marijke Verbruggen, Stefanie Gustafsson, Jeff Yip, and Janine Bosak. Last year, this team introduced an entirely new mentoring program. The experiences from mentors and mentees are highly positive, and we are continuing the program for another year. One of their aims is to increase the number of participants around the globe to have our entire membership represented.

The **Research Collaboration Committee** consists of Beatrice van der Heijden, Mel Fugate, and Alycia Damp. This year, one of their main priorities will be to submit an employability caucus session for the annual conference. In this caucus, scholars interested in employability worldwide, especially from South America, are included to generate new research collaboration ideas. Another initiative from this team is developing videos with senior careers scholars who can share their experiences and expertise to inspire our junior members.

The **Value Beyond August Committee** consists of Stefanie Gustafsson, Jeff Yip, and Alex Newman. One of their key activities will be to develop our (virtual) Careers in the Rough program further. Another exciting activity from this team is developing a regional ambassador program consisting of Careers Division members from across the globe. In addition, the committee is preparing a series of webinars

with careers researchers from underrepresented areas. More to follow soon!

The **Prestige and Impact Committee** consists of Sherry Sullivan, Silvia Dello Russo, and Janine Bosak. This team is creating all kinds of meaningful content to share with our members. For example, they are making a video series with all past Hughes Award winners. They also created a highly informative video about reviewing for AOM with Yehuda Baruch, which can help new and long-time reviewers polish their reviews for the annual conference.

The **Membership Committee** consists of Silvia Dello Russo and Marijke Verbruggen. They have done incredible work to solidify and expand our division's members. We are almost at 1,000 members right now! This team has done significant work to stay in touch with our members, for example, through welcoming emails to new members and invitation emails to scholars on the CAR program who are not yet a member.

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 our division's aim to enhance our communication activities. Among other things, they are setting up a strategy and system of social media communication, e.g., via [YouTube](#), [LinkedIn](#), and [Twitter](#). Don't

forget to follow the Careers Division on these platforms, as we will be sharing a lot of content in the (near) future!

The second goal focuses on our communication activities. Just looking at the brief overview of committee activities here already shows how many incredible things we do as a division. And that's not even considering all the conferences, special issues, books, articles, teaching activities, and the societal impact we make as Careers Division! Now's the time to start sharing all those activities more actively and prominently. To all of you, of course, but also to anyone interested in careers research that isn't (yet) a CAR member. The Communications Committee will have a key role here in coordinating those efforts, and all our other committees will also share their activities with you more frequently, for example, via social media, [Connect@AOM](mailto:Connect@AOM), and our newsletter.

The third goal for this year is to start preparations for our second Careers Division Community Conference. Last year, we had a wonderful meeting in Vienna, Austria. Many of our members joined in our very first local conference, and it was an inspiring and fun opportunity to get together. In retrospect, it was even more special as it was our final offline conference for a long time. We are now starting our preparations for a follow-up conference. We will be in touch once we have more information! For now, I can share that the meeting will likely take place in early 2023

in Europe.

I would also like to take this opportunity to thank our amazing division officers. Two years ago, Rick Cotton and I were responsible for the conference program when AOM decided to switch from offline to online in May. That sure was a first! Last year, Denise Jepsen and Rick Cotton created the program in a completely online setting, another first. And this year, Serge da Motta Veiga and Denise Jepsen face yet another first-ever experience: preparing for a hybrid conference. I believe it is terrific that AOM is offering everyone the opportunity to participate in the annual meeting, either offline or online. At the same time, it's another major challenge for our PDW and program chairs because we have never created such a program before. I am immensely thankful to Serge and Denise for taking on this challenge. Together with Rick Cotton (responsible for our division awards this year as our chair-elect), Gina Dokko (responsible for the elections as our immediate past chair), Jennifer Tosti-Kharas (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 historian), I am confident we will make the best of this year. Thank you all for your continued involvement and extraordinary efforts for our division!

Finally, I want to thank all of you, our members! This division has been my AOM home for many years now, and it's always been a com-

fortable environment with helpful colleagues and friends. In my view, it is truly unique to have such a constructive and inclusive group of people who all have a passion for careers research. Thank you for being a part of this community, for helping out with reviews every year, for volunteering when we need help, and for sharing your knowledge and ideas. If you are interested in getting more involved with our division, for example, as a volunteer, you can always contact me ([j.akkermans@vu.nl](mailto:j.akkermans@vu.nl)) 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 new representatives-

at-large. We encourage nominations and self-nominations! We will inform you once the election window opens. This year, Gina Dokko ([gdokko@ucdavis.edu](mailto:gdokko@ucdavis.edu)) will run the elections, so feel free to contact her about them!

For now, I wish you all the best. Please stay healthy and safe! And I sincerely hope that hybrid AOM 2022 will happen so we can all see each other again next year, either in Seattle or online.

All the best,  
Jos Akkermans  
Division Chair, Careers Division

## **Message from our Division Chair-elect, Richard Cotton**



Dear friends and colleagues,

Despite many challenges over the past year, I am proud and honoured to have been your Careers Division Program Chair. The 2021 AOM meeting was unique in many ways with a new combination of synchronous and asynchronous content, and a CAR schedule that went from 4am – 10pm EST to accommodate organizer and presenter preferences while offering a range of mostly live sessions for our global membership to enjoy. Despite the relative lack of sleep that came along with this format, I was happy to have secured more than our fair share of symposia acceptances and a greater percentage of live sessions. We even offered half-hour blocks after formal sessions for people to have a chance to catch up. In the end, I was very impressed by everyone's flexibility, and efforts, and I am grateful that we have such an engaged community of organizers, panelists, presenters, chairs, reviewers and participants. Thank you for being part of our division and for your involvement!!! It means so much to the vitality of our division and for our relationships with each other.

Although the pandemic brought much disruption to our lives throughout the submission

period and on through to the AOM meeting itself, I am so grateful for all of you who submitted papers and symposia proposals to our division. Despite a markedly lower number of submissions than in past years for us and AOM, there was still a rich set of CAR paper sessions covering a range of important topics with fewer papers per session to promote more interaction. Given that individuals, organizations, and societies around the world are grappling to varying degrees with labour force and career issues/opportunities sometimes characterized as "The Great Reckoning," "The Great Resignation," or at least "The Great Reset," our paper and symposia topics were eminently interesting and timely.

Our paper session themes focused on topics such as COVID and Careers; Career Adaptability; Employability and Sustainable Careers; Networking, Mentoring and Social Capital; Work-Family Interface Dynamics; Unemployment and Careers; Identity and Careers; Callings and Work Passion; Stressors and Work/



Career Transitions, among others. In CAR, our 17 paper sessions averaged 88 interested participants and 32 attendees, along with a higher average number of attendees and attendance rate than AOM paper sessions overall. The quality of work was quite good, and because we secured more live sessions, the dialogue, especially in Live – Open sessions, was often dynamic.

The CAR symposia likewise covered a wide range of timely topics such as: remote work; the gig work phenomenon; relationships and work identity; women's careers; inequality, diversity, authentic leadership; global work lives; refugee barriers and discrimination, among others. In CAR, our symposia averaged 129 interested participants and 54 attendees – again, a higher attendance rate than AOM sessions. These were meaty topics, and the discussion was quite good especially given the critical salience of diversity, equity, and inclusion.

The Plenary Session was also an incredible highlight of my year as CAR Program Chair, as we had a rich discussion on multi-country research featuring leaders from 5C (Cross-Cultural Consortium on Contemporary Careers), CRANET (the Cranfield Network on International Human Resource Management) and GLOBE (Global Leadership and Organizational Behavior Excellence). And please stay

tuned because videos from several conference sessions will be shared throughout the year, so you can enjoy them again (or, for the first time)!

I'd also like to express my gratitude. It was a crazy and unpredictable year for all of us, myself included, and I am eternally grateful for the support and involvement of so many CAR members. Denise Jepsen and I worked closely together, promoting, trouble-shooting, and fine-tuning sessions, and she did an incredible job with a range of PDW sessions and two innovative socials that were also well-conceived, well-attended and well-executed. Bravo and thank you, Denise! Jos Akkermans and Gina Dokko, former CAR program chairs, were also there when I needed them. And I would also like to thank my family for their flexibility and support throughout the year – especially, my son who was recovering from open-heart surgery at the time of the AOM meeting. For AOM 2022, I look forward to hopefully seeing many of you in person! (Fingers crossed). But whether you connect virtually or live, I can't wait to take in your great submissions and catch up. I have no doubt that Denise and Serge will do fabulously in their respective roles as program chair and PDW chair, and I encourage everyone to submit their work and help out as a reviewer.



For me, this is the “tweener” year where I will focus on awards and learn from Jos in preparation for the division chair role as I do my best to stand on the shoulders of former chairs like Peter Heslin, Corinne Post, Bert Schreurs, Scott Seibert, Jamie Ladge, and Gina Dokko.

One reminder: Please start thinking about potential nominations for our two non-conference Careers Division awards - the Careers Division Best Published Paper Award and the Careers Division Mid-Career Award and be

prepared for me to ask several of you to take part in awards committees. I will reach out soon with more details on award criteria, and nominations and I look forward to being able to acknowledge the best in what CAR has to offer!

All the very best to you and yours,

Rick Cotton

Division Chair-elect, Careers Division

## Message from our Division Program Chair, Denise Jepsen



Hi to our Careers Division friends and colleagues,

So, where has that year gone? It seems to have flashed by even more quickly than usual. Our virtual meeting in August was surprisingly successful despite some ugly time zone issues (yes, pyjamas for some). The scholarly program was excellent, thank you Rick Cotton, for putting that together. The PDW program was fabulous, too, and so varied this year. The technology worked well as we'd had another Covid-19 year to become zoom-savvy. Did you come to one of the online social events? That was a bit of fun, so good to "see" our friends and colleagues again after a long and difficult period.

For 2022 we have the best of both worlds, with in-person and online opportunities to present our research and interests to our colleagues. Whether you are coming to Seattle, planning to stay home, or don't know whether your budget/Covid-19/travel/visa will align... no problem. AoM will be accessible to all.

So, get those papers in; submissions close on Tuesday 11th January 2022. The call for sub-

missions is at <https://aom.org/events/annual-meeting/submitting/calls-for-submissions/call-for-submissions-car-scholarly> and the submission system is at <https://aom.org/events/annual-meeting/submitting/submission-rule-of-3-policies-and-ethics>.

This year's theme of "Creating a Better World Together" 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 that theme every year. Aren't we all aiming for a better world in our research and other endeavours?

So, submit your papers and symposia to Careers Division this year, and we'll see you in-person or on screen.

And while you are at it, please sign up as a reviewer, no matter your career stage. The clev-

er review management system means no paper can be reviewed by only junior reviewers, so don't let your student or early career researcher status stop you from reviewing. Senior reviewers are our backbone on whom we rely so much, so please sign up – again – and see what's on that leading edge in our discipline.

I very much look forward to your submissions and working with you to develop the 2022 program and hopefully seeing you in Seattle.

With best wishes to you and yours,

Denise Jepsen  
Division Program Chair, Careers Division

## **Message from our PDW Chair, Serge da Motta Veiga**

Dear Careers Division friends and colleagues,

First and foremost, it is an honor and pleasure to start my term on the Careers Division's leadership team as PDW Chair. My primary goal for the upcoming year is to bring you an exciting PDW program for the 2022 AOM Conference. While 2021 has been another difficult year, we have a lot to be thankful for, including a terrific 2021 virtual program led by Rick and Denise and everyone who has been helping with and involved in the Careers Division.

We have a bit more clarity on how the 2022 AOM Conference will look like. As Denise said very well in her message, we will have the best of both worlds, with a hybrid experience mixing in-person and online sessions, and thus the opportunity to be in the same room as your colleagues in-person or virtually. We are very fortunate that we have two years of experience with virtual sessions (thank you Jos, Rick, and Denise!) and many more years of experience with in-person sessions. Let's blend these together and make sure that wherever people are, whether people want to and can come to Seattle, that everyone will be able to be "present" at the 2022 AOM Conference.



Of course, to bring you an exciting PDW program, I need your help. It would be terrific if you could submit interesting, captivating, and interactive proposals. In other words, the quality of the program depends on your submissions, so please don't be shy, and I look forward to reading your terrific ideas and submissions. Please submit your PDW proposals to the Careers Division this year, and we'll see you in-person or on screen. To get those proposals in, submissions close on Tuesday 11th January 2022. The call for submissions is at <https://aom.org/events/annual-meeting/submitting/calls-for-submissions/call-for-submissions-car-pdw> and the submission system is at <https://submit.aom.org/2022/default.aspx>.

Topics? These include but are not limited to: enhancing careers-related scholarly, teaching, and practical impact; increasing chances of publishing careers research in high-profile journals; supporting, career development of

AOM members; incorporating innovative methods in careers research, theoretical or research methods workshops, research incubators, and exploring strategies for interdisciplinary careers studies (e.g., with OB, HR, GDO, RM, ENT, OMT, etc.). PDWs can also focus on a specific theme, such as Covid-19 impact on careers, career success, career transitions, work-life balance, multi-country comparative studies, diversity and inclusion in careers, sustainable careers, etc. If the PDW topic you are considering is of high interest to you, it may very well be of high interest to others, so take a chance and submit.

Last but not least, we will be planning for two Careers Division socials at the 2022 AOM Con-

ference. We will build on the successful virtual social(s) from 2021 (thank you Denise, Megha, and Mirit), but will also be bringing back our in-person social in Seattle (fingers crossed!). Stay tuned for more details in Spring 2022.

I look forward to your submissions and working with you to develop an exciting 2022 program and hopefully seeing you in Seattle.

All the best to you for this Holiday season,

Serge da Motta Veiga  
PDW Chair, Careers Division



## **Message from our Outgoing Division Chair, Gina Dokko**



We did it!

With all of the uncertainty of pandemic conditions, I approached my Division Chair term with some trepidation. Last year in 2020, we were able to scramble together a productive meeting, thanks to the extraordinary efforts of the whole Careers Division team. But with no vaccine and bad news all around, I couldn't envision what the coming year would look like for CAR. Frankly, back in August 2020, our life circumstances dwarfed any concerns about AOM and CAR, but at the same time, we had been living in a pandemic for six months already and were all craving some meaningful professional contact. I knew that my year as Division Chair would be largely about maintaining connection among the membership. And, surely, by the next AOM meeting in August 2021, things would be better, maybe even back to normal?!?

Well, things were better, albeit not quite back to normal. With enough lead time to plan and some experience with virtual conferencing, the 2021 annual meeting was engaging, productive, and dare I say, sometimes even fun! The lion's share of the work fell on Rick Cotton, Program Chair, who put together a

terrific program, a very interesting plenary, and hustled to get us more time on the program. Denise Jepsen dove right in as PDW Chair and (with the help of Mirit Grabarski and Megha Yadav) organized fun and creative social events. Jos Akkermans ran the awards process with his trademark elan and highlighted some of our accomplished and talented members. I was also very pleased to be part of the granting of a Hughes Award this year. Maury Pieperl, Wolfgang Mayrhofer, and Michel Anteby selected Stephen R. Barley as a recipient of the award. Steve's impressive body of work has been seminal to the study of careers and we're honored to have him join the other outstanding Hughes Award recipients.

With regard to keeping the membership connected, the Reps-at-Large went above and beyond. I was so gratified and proud of the work they did in developing and implementing a new innovative global mentoring program, starting a Regional Ambassadors program, and

increasing both content and availability of online material to help us all keep in closer touch. This was all on top of our normal activities like Career in the Rough and new member welcome and member support. When the going got tough, we all pulled together!

Since stepping down in August 2021 during the AOM annual meeting, I've had a chance to reflect on my experience as Division Chair and as a member of the Careers Division. Like so many of us, I first started contributing to CAR by submitting a PDW proposal. Going to the Business Meeting that year, I was so impressed by the warmth and positive energy of the Division, I wanted to be part of it. I volunteered for the Membership Committee, and before I knew it, I was participating in Careers in the Rough, sitting on award committees, serving as Secretary for three years, and finally running for the leadership track. I've given a lot to CAR, and it's given so much back to me. I've gained professional knowledge and skills, co-authors, and friends. I've been privileged to

mentor junior colleagues and to participate in shaping the strategy of our Division so that we can continue to thrive. Thank you for trusting me to lead the Division in the past year. In the coming year, I'll be Past Chair, responsible for the Division elections. I hope that many of you will consider running for office or perhaps volunteering to become more involved with CAR. I know you'll find it worthwhile.

I'll finish by giving my warmest thanks to the CAR executive committee, and all of the volunteers, members, and other participants in any of our annual meeting activities or activities throughout the year. You made a very hard year, very rewarding as well. I'm excited about the future of the Careers Division. The energy and creativity of the leadership track (Jos, Rick, Denise, and Serge) are inspiring. We're all in very good hands for the future.

With gratitude,  
Gina Dokko  
Past Division Chair, Careers Division



## MEMBER SPOTLIGHT

### Rawia Ahmed

Assistant Professor of Management, Zayed University, Abu Dhabi, United Arab of Emirates



#### Tell us about yourself:

I am a relatively recent Ph.D. holder from the University of Texas at El Paso, USA. I was raised in Alexandria, Egypt, and graduated from a German school there (Yes, I used to speak German fluently). After completing my business undergraduate education at Alexandria University, I traveled to Saudi Arabia, then to the USA, where I started to craft my path towards my dream career as an academic. It was a journey of persistence and hard work until I graduated with my Ph.D. Currently, I am a passionate researcher and educator of Management at Zayed University in Abu Dhabi, where I have currently resided for less than three years. I enjoy participating in research that aligns with my personal values, and that helps challenge prevalent misconceptions and inequalities. Further, I realized that, knowingly or unknowingly, I appreciate being engaged in activities that can contribute to supporting my workplace, my students, and the academic community. Aside from work, I am also a mom of three kids whom, together with my husband, I consider my partners and supporters throughout my career development journey. I love traveling and learning about new places, cultures, and people.

#### What makes you interested in careers?

I find “careers” a fascinating area of research. It brings me huge joy and interest to be working on career-related projects that relate to my personal experiences or to topics that I believe should be attended to by researchers if we want to live in a better world. For example, topics of gender inequalities or women’s careers (especially in under-studied regions of the world) interest me immensely.

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

I love the community, the inclusivity of the division, and the unique and interesting contributions that the division offers.

**Who inspires you?**

Generally, people who are strong enough to stand to their ethical and spiritual values inspire me, especially when they make an effort to contribute these valuable meanings to others through their work. I believe the world needs more people who prioritize values, fairness, and ethics in every aspect of life.

I have been very lucky to work with academics and researchers who think in this way and who are academically and personally capable and competent people. I would like to take this occasion and mention my Ph.D. supervisor, Dr. Fernanda Wagstaff, as one of the people who inspire me while I observe her bringing her authentic self and ethical background when it comes to the academic work she chooses to engage in.

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

I read many interesting articles in a consistent manner as I usually keep an eye on the updates in this compelling area of research. One of the articles that I just read recently was the article by Pink et al. (2021) titled "Psychological distress and resilience in first responders and health care workers during the COVID-19 pandemic". I think the article caught my attention as I am interested in research work in relevance to the wellbeing of organizational actors and also because my husband is a front-line medical doctor. I was interested in understanding whether front-line workers encountered higher than average distress levels over the pandemic.

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

As an early-career faculty, I am currently working on several work-in-progress projects. Although I am enjoying every manuscript I am currently engaged in; I enjoy the most working on projects that challenge misconceptions, stereotypes, or inequalities that are prevalent in the community or even across many areas of the world. For example, I am working on one manuscript that relates to female entrepreneurs in the Middle East. Further, I am about to start a manuscript in relevance to Muslim women at work with the hope for presenting findings that can contribute to the elevation of some common misconceptions that are associated with this group of relatively under-researched employees.

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

In three more languages other than English: Arabic (المسار الوظيفي) German (die Karriere), French (la carrière).

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

I like travelling very much, cooking healthy food, reading, and certainly above all enjoying my time with my family. :)

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

I would like to dearly thank Dr. Shirmohammadi and Dr. Gustafsson for their invitation and nomination, respectively, and for promoting the inclusivity of the Member Spotlight section of CAR's Newsletter for early career researchers working in different regions of the world. It's genuinely my honor and pleasure to contribute to this wonderful section of the Newsletter!



### Jim Jawahar

Professor, Illinois State University, Normal, IL, USA



#### **Tell us about yourself:**

I obtained my Ph.D. from Oklahoma State University, specializing in Organizational Behavior and Human Resource management.

I have spent most of my career at Illinois State University as a faculty member and as an administrator. I served as Chair of the Management and Quantitative Methods department for five years and then as Associate Provost of the University for six years. In 2018 I decided to return to my faculty position, back in my department, as I wanted to spend more time with my high-school aged boys. I was able to spend quality time with my oldest son before he left for college, and now I am thoroughly enjoying spending time with my youngest son, who is a Senior in high school this academic year. A second, distant reason for returning to my faculty role was to spend more time on research.

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

In my early years as an academic, I identified with the OB/HR area, and most of my research focused on performance appraisal, selection, stress, and fairness perceptions. My interest in careers research was kindled when I joined the careers division. Over the years, I have conducted research on many career-related topics, and I believe careers as a discipline encompasses many of the topics central to OB and HR. Joining the division introduced me to many scholars and their research on careers, so naturally, over time, I have gravitated toward careers research.

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

In 2007, my colleague Hetty van Emmerik and I started to co-edit Career Development International, and she convinced me that because of my new role, I should join the Careers Division, and I did. I fell in love with the people and the topic of careers. A couple of years later, I became the editor of CDI, and because of time constraints, could not serve as an officer of the division, although I served as Treasurer for a few years. Last year, I served as a mentor for junior members of the division, and I am looking forward to serving in the same role again this year.

### **What do you love most about the CAR Division?**

The people. Members are very friendly, easily approachable, and always eager to help. It is fascinating to see junior members interacting freely with senior and accomplished career scholars; there are no boundaries. I love the socials and make every effort to attend all socials of the division each year to meet old friends, co-authors, and make new acquaintances.

### **Who inspires you?**

I will be remiss if I fail to mention Tom Stone, who has been my mentor, frequent co-author, and a great friend for over thirty years. To be sure, I owe a debt of gratitude to several individuals who have inspired me over the years in so many ways. Some have inspired me to ask good questions, others to set the bar high, yet others to develop a strong work ethic. I have come to realize that you can draw inspiration from every individual, from the grocery bagger who works relentlessly for eight hours each day and is happy with his life to the CEO of a large company grappling with strategic decisions to world-class athletes. Appreciating and learning what you can from each person is one way to continuously improve yourself as a teacher, scholar, and more importantly, as a person.

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

Recently, we published (2021, vol. 26, issue 4) a special issue titled "The role of career shocks in contemporary career development" guest edited by Akkermans, Rodrigues, Mol, Seibert and Khapova, which has an excellent selection of high-quality articles which will impact the field.

I am also very excited about a special issue that I am editing to commemorate the 25th anniversary of CDI. It will be published as the first issue of 2022 and will have contributions from some of the top scholars in the field. For instance, it will feature review articles from Arnold Bakker on work engagement, Jerry Ferris and colleagues on political skill and political will, Yehuda Baruch and Sherry Sullivan on career models and theories, and Maria Tims and colleagues on job crafting. It will also include an article on publishing quantitative research authored by associate editors Bert Schreurs, Angus Duff, Pascale M. Le Blanc, and Thomas H. Stone, and an article titled exploring careers through a qualitative lens authored by associate editors Kaye Thorn, Julia Richardson, and Deborah O'Neil. A bibliometric analysis of 25 years of CDI research by Arup Varma and colleagues will round out this special issue. I invite you to read these insightful articles.

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

Recently my colleagues and I developed a Career Sustainability Scale which we hope will be widely used given the interest in career sustainability-related issues. I am very proud of the collaborative work I am doing with my good friend Bert Schreurs on understanding the influence of financial worry and anxiety on career-related behaviors. Relatedly, we are also looking into the careers of the working poor, a neglected population in organizational sciences. We are conducting a series of studies on these topics, and I am curious to see what we learn from our studies.

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

English (career), Tamil (Velai), and Urdu (Com) – errors in capturing these words in English are all mine :)

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

My youngest son plays ice hockey at a very competitive level, and I love watching him play – I have never missed a game, yet. I play racquetball in a league whenever I can and enjoy working out to stay fit. I like watching movies with my wife comfortably sitting on my couch with a drink in hand. I look forward to playing with my dog and taking him on walks every day. In summer, I ride my motorcycle whenever I can.

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

Serving as a faculty member is both a privilege and a responsibility, and I feel grateful to be in this profession. I am thankful for the opportunities I have had to collaborate with and learn from smart people. Like many of you, I am eagerly looking forward to in-person Academy meetings, i.e., the good old days!



## NEWS FROM OUR MEMBERS

### Journal Publications

- Astrove, S. L., & Kraimer, M. L. (2021). What and how do mentors learn? The role of relationship quality and mentoring self-efficacy in mentor learning. *Personnel Psychology*.
- Akkermans, J., Rodrigues, R., Mol, S. T., Seibert, S. E., & Khapova, S. N. (2021). The role of career shocks in contemporary career development: key challenges and ways forward. *Career Development International*, 26(4), 453-466. <https://doi.org/10.1108/CDI-07-2021-0172>
- Akkermans, J., Spurk, D., & Fouad, N. (2021). Careers and career development. *Oxford Research Encyclopedia of Psychology*, 1-40. [https://doi.org/https://doi.org/10.1093/acrefore/9780190236557.013.557](https://doi.org/10.1093/acrefore/9780190236557.013.557)
- Au, W. C., Beigi, M., & Shirmohammadi, M. (2021). Running their own show: Malaysian women entrepreneurs' kaleidoscope careers. *Career Development International*. 26(5), 613-639. <https://doi.org/10.1108/CDI-02-2021-0043>
- Ayoobzadeh, M., Lyons, S., & Schweitzer, L. (in press). Career expectations of international and domestic students in Canada. *International Journal for Educational and Vocational Guidance*. <https://doi.org/10.1007/s10775-021-09504-0>
- Bunjak, A., Cerne, M., Nagy, N., & Bruch, H. (2021). Job demands and burnout: The multilevel boundary conditions of collective trust and competitive pressure. *Human Relations*. <https://doi.org/10.1177/001872672111059826>
- Epitropaki, O., Marstand, A. F., Van der Heijden, B., Bozionelos, N., Mylonopoulos, N., Van der Heijde, C., ... & Indicator Group. (2021). What are the career implications of “seeing eye to eye”? Examining the role of leader–member exchange (LMX) agreement on employability and career outcomes. *Personnel Psychology*.
- Feng, J., Allen, D. G., & Seibert, S. E. (2021). Once an entrepreneur, always an entrepreneur? Entrepreneurial identity, job characteristics, and voluntary turnover of former entrepreneurs in paid employment. *Personnel Psychology*.
- Janssen, E., van der Heijden, B. I. J. M., Akkermans, J., & Audenaert, M. (2021). Unraveling the complex relationship between career success and career crafting: Exploring nonlinearity and the moderating role of learning value of the job. *Journal of Vocational Behavior*, 130, 103620. <https://doi.org/https://doi.org/10.1016/j.jvb.2021.103620>
- Karunakaran, A. (2021). Status–Authority Asymmetry between Professions: The Case of 911 Dispatchers and Police Officers. *Administrative Science Quarterly*, <https://doi.org/10.1177/000183922111059505>



- Li, Y., Kleshinski, C. E., Wilson, K. S., & Zhang, K. (2021). Age differences in affective responses to inclusion experience: A daily diary study. *Personnel Psychology*.
- Nagy, N. & North, M. (2021). Why businesses should let go of the reliance on numeric age – Making the case for subjective age. *MIT Sloan Management Review*. <https://sloanreview.mit.edu/article/making-the-case-for-subjective-age-in-the-multigenerational-workforce/>
- Solomon, B. C., Hall, M. E., Muir, C. P., & Campbell, E. M. (2021). Why disagreeableness (in married men) leads to earning more: A theory and test of social exchange at home. *Personnel Psychology*.



## RESOURCE CORNER

Many handbooks have been published to synthesize career-related research and theory over the years. Below, we share a list of recent handbooks that could serve as a set of useful resources.

[Handbook of Research Methods in Careers \(2021\)](#)

Edited by Wendy Murphy and Jennifer Tosti-Kharas

[The Oxford Handbook of Career Development \(2020\)](#)

Edited by Peter J. Robertson, Tristram Hooley, Phil McCash

[The Wiley international handbook of mentoring \(2020\)](#)

Edited by Beverly J. Irby, Jennifer N. Boswell, Linda J. Searby, Frances Kochan, Rubén Garza, Nahed Abdelrahman

[The Routledge Companion to Career Studies \(2019\)](#)

Edited By Hugh Gunz, Mila Lazarova, Wolfgang Mayrhofer

[Handbook of Innovative Career Counselling \(2019\)](#)

Edited by Jacobus G. Maree

## DID YOU KNOW THAT?

*Career Development International* just published a special issue on the role of career shocks in contemporary career development. The special issue features eight articles dedicated to advancing or knowledge of this topic. The articles are a mix of quantitative, qualitative, and practitioner articles. Guest editors Jos Akkermans, Ricardo Rodrigues, Stefan Mol, Scott Seibert, and Svetlana Khapova wrote an editorial for this special issue, in which they highlight critical challenges and ways forward in the field. You can access this open access article [HERE](#). You can browse the full special issue [HERE](#).

## CALL FOR PAPERS

### Career Development International

#### Guest Editors:

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#### Objectives of the Special Issue

Self-initiated expatriation has attracted a growing interest since the classical articles by Inkson, Arthur, Pringle and Barry (1997) and Suutari and Brewster (2000). By now, we have gained a general understanding of the phenomenon. However, looking at the samples underlying publications on self-initiated expatriates (SIEs) shows that the term SIE has been employed to cover a large variety of distinct populations that differ in a number of key contextual factors such as educational level, profession, gender and family status, country of origin and destination country as well as employing organizations. But context matters: expatriates in and from different places, at different times and in different kinds of organizations present different challenges for SIEs which impacts the extent of required personal initiative, their work experiences and career trajectories (Andresen,

Pattie, & Hippler, 2020). For instance, diverse dangers in physically (COVID-19 pandemic, terrorism) or psychological environments have a substantial impact on SIEs' behaviors, attitudes and careers (Bader, Schuster, & Dickmann, 2019). In most of SIE research samples are mixed, allowing us to draw only limited conclusions about the relevance and influence of contextual factors. This impedes the systematic comparison and integration of SIE knowledge. Thus, the role of context and its impact on SIEs' career-related decisions and behaviours needs further exploration.

This Special Issue on SIEs deepens our understanding of SIEs' careers by focusing on the contextual influences of space, time and institutions on the heterogeneous SIE population. More specifically, this Special Issue sheds light on spatial conditions in terms of home and host country impacts on the self-initiated expatriation experience (e.g., transferability of career and human capital between countries) and looks at developments over time in terms of temporality of conditions and changes of SIEs' life-course (e.g., adjustment and long-term career effects). Moreover, the contributions are envisaged to analyse the influence of the institutional and economic context in terms of occupational and organizational specificities on the heterogeneous SIE population.

Studies focusing on SIEs from a single home country living in a specific host country (space), being in similar life and career stages (time) or working in the same institutional contexts regarding their occupation or organisational environment, e.g. in terms of size and sector, are extremely rare (for an exception see Ramboarison-Lalao, Al Ariss, & Barth, 2012). We often find mixed samples of SIEs in terms of space, time and institutions, leading to considerable

variance of relevant factors that influence the expatriation experience. For example, depending on 'space' the personal initiative and cultural intelligence needed to successfully relocate and adjust abroad are likely to differ, because the career norms, cultural values and languages that SIEs need to master vary between countries. In terms of 'time', we lack studies focusing on long-term effects of different spatial and institutional conditions on SIEs' adjustment, careers and lives as well as longitudinal studies. And in terms of institutions, apart from the national level institutional differences, many studies conflate SIEs in different sectors and organisations. There have been some studies of particular occupations: For some reason scholars seem fascinated by academic SIEs (e.g., Selmer & Luring, 2013) and there have also been studies of nurses (Bozionelos, 2009), professional service firms (Richardson & McKenna, 2014) and even religious leaders (Ramboarison-Lalao, Brewster, & Boyer, 2019). However, there have been almost no comparative studies of the differences between occupations or between organisations within a sector.

### **Theoretical contributions and practical importance of the Special Issue**

This Special Issue contributes to conceptual clarity in the burgeoning field of SIE research by drawing attention to the importance of exploring context and, thus, boundary conditions to careers. Crucially, it can refine and enrich our theoretical understanding by incorporating context, thereby nuancing our understanding. In addition, it offers specific guidance for an improvement of managerial practice.

In terms of the theoretical contribution, our aim is to deepen the understanding of SIEs' careers, focusing on the contextual influences of space (home and host country conditions), time (temporality of conditions; changes of the life-course; longitudinal effects) and institutions (occupational, organisational and societal specificities) on the heterogeneous SIE population. All submissions should be based on strong theoretical foundations that serve to conceptualise 'context' and that contribute to theoretical

advancement. Relevant theories to explain and predict the how, when, and why of SIEs' careers in context are, for example, structuration theory (Giddens, 1981; Giddens, 1984) as a grand theory to explain the dependency between structure and agency; the multiple cultures perspective (Sackmann & Phillips, 2004) to understand the role of culture as related to space and institutions; the chaos theory of careers (Bright & Pryor, 2011) to analyse the effect of time in terms of sequences and patterns; the social identity theory (Tajfel & Turner, 1986) to understand the group with which SIEs are associated, the resulting boundaries and their perceived permeability, leading to different mobility strategies across institutions, space and time. Also the seminal human capital theories of migration and labor markets may contribute to our understanding on the impacts of temporary and permanent labor mobility and their returns for individuals, households and organizations (Sjaastad, 1962; Mincer, 1958, 1978) considering inter alia risk and uncertainty of mobility decisions (Dixit & Pindyck, 1994; Burda, 1995) and return migration (Dustmann & Görllich, 2016). We expect major theoretical advancement in our understanding of SIE through the incorporation of context.

In terms of practical implications, there are significant challenges for international HR managers to identify and manage the varying types of expatriates within an organization (Andresen, Dickmann, & Suutari, 2018). While the majority of research within the literature has focused on expatriate management within MNCs (Suutari et al., 2018), the increasing numbers and wide variety of SIEs creates the need for IHRM to develop different HR policies and practices to support them within organizations (Howe-Walsh & Schyns, 2010) and in their host contexts (Bader, Reade & Froese, 2019). These HR practices concern all key career transitions points, including SIEs' pre-departure (e.g. selection, training, support activities for SIEs), during their self-initiated expatriation (e.g. mentoring, appraisals, development), as well as SIEs' repatriation.

### Illustrative topics

Exemplary research questions within the intended scope of this Special Issue include, but are not limited to, the following:

1. Contextual influences of space on SIEs
  - How are home and host country conditions impacting on self-initiated expatriation?
  - How is the quality of the host environment shaping the experiences and career journeys of SIEs?
  - What is the role of physical threats (COVID-19; crime, terrorism, nature) and psychological dangers (fear, anxiety, stress induced by the context) shaping the career patterns of SIEs?
2. Contextual influence of time on SIEs
  - How does the temporality of contextual conditions influence the life-course and career patterns of SIEs?
  - What are the longitudinal effects of accumulation, transfer and utilization of career and human capital of SIEs?
  - How does context shape the careers of self-initiated repatriates?
3. Contextual influence of institutions on SIEs
  - How do macro-societal factors, including economic circumstances, labour and immigration laws and institutional arrangements influence the careers of self-initiated expatriates?
  - How do occupational patterns, regulations and customs affect SIEs and their careers?
  - How do organizational configurations, HR approaches and culture shape SIEs' attitudes and behaviours in relation to their careers?

Clearly, research that explores interrelationships between the broad topics, using multi-level frameworks and/or explores linkages to broader international business frameworks would be highly interesting. The above list is only meant as an illustration of possible research directions and is by no means meant to be exhaustive. Additional ideas and research questions are certainly welcome and encouraged if they advance research on SIEs in context.

We welcome conceptual, theoretical, qualitative or quantitative papers. Contributions should report original research that is not under consideration at other journals. This call for papers is open and competitive, all submitted papers will be subject to anonymous review by referees with expertise in the field.

### Review Process

Submitted papers will be subject to a double-blind review process and will be evaluated by the special issue guest editors and expert reviewers. Authors should prepare their manuscripts for blind review.

We are offering a paper development / CDI session for authors who submit a structured abstract of their papers to the [2nd International Conference on Self-Initiated Expatriation](https://glomo.eu/conference-2022/) to be held in Bamberg, Germany on the 11th and 12th April 2022. Should authors chose to avail of this opportunity, please submit your short paper through the conference website (<https://glomo.eu/conference-2022/>) by **November 15, 2021**, stating your desire to participate in the CDI session.

Submissions to the Special Issue are open to participants attending the 2nd International Conference on Self-Initiated Expatriation and **all other authors**. Submissions to CDI open **30th April 2022** and the submission due date is **30th July 2022**.

Please submit enquiries to [Maïke.Andresen@uni-bamberg.de](mailto:Maïke.Andresen@uni-bamberg.de).

Submissions should be made through [ScholarOne Manuscripts](https://www.scribbr.com/scholarone/).

Specific details on the format for submitted manuscripts can be found at the journal's website <https://www.emeraldgroupublishing.com/journal/cdi>

Please direct any general questions about the journal or any administrative matters to the Editor, Professor Jim Jawahar ([jimoham@ilstu.edu](mailto:jimoham@ilstu.edu)).

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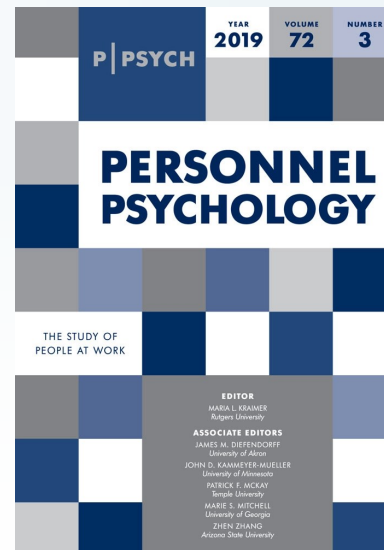
## Personnel Psychology

### Organizational Behavior and Human Resource Management Perspectives on Entrepreneurship

**Guest Editors:** David A. Waldman, Miriam Erez, Zhaoli Song, Ute Stephan, Donald S. Siegel

According to Shane and Venkataraman (2000, p. 218), entrepreneurship is defined as the process by which “opportunities to create future goods and services are discovered, evaluated, and exploited” in the context of establishing a new venture. This definition covers a range of ventures, including technological startups, small manufacturing and service firms, corporate entrepreneurship including “intrapreneurship,” and social ventures (i.e., social entrepreneurship). Entrepreneurship is a topic of growing interest to academics in management and related social science disciplines. Scholars in organizational behavior (OB) and human resource management (HRM) have been slower than academics in other fields of management and business to embrace the study of entrepreneurship. While cognitive and psychological perspectives on entrepreneurship have had some influence on the field (Gielnik, Cardon & Frese, 2020; Uy, Foo, & Song, 2013), macro perspectives from economics, strategy, and sociology are largely predominant (Clough, Fang, Vissa, & Wu, 2019).

That is unfortunate since entrepreneurship cannot be fully understood and developed without a broader understanding of micro- and meso- processes that enable its emergence and success. Entrepreneurship is initiated by individuals or teams of entrepreneurs, who identify needs or opportunities and then develop new ventures to exploit these opportunities. Who are these individuals or teams of entrepreneurs, and how do they identify new needs or opportunities? How



do they generate new ideas and transform them into final products that solve problems or exploit opportunities? How do more traditional/organizational environments nourish their entrepreneurial spirit and capabilities (Feng, Seibert, & Allen, 2021)? These are questions that can best be addressed using OB and HRM theories and perspectives. Such micro orientations to entrepreneurship are even more timely and important in the aftermath of the COVID-19 crisis.

In addition, we need to consider both the “bright side” and the “dark side” of being an entrepreneur. Regarding the latter, entrepreneurship is associated with a high probability of failure, considerable stress, work-life imbalance, and it sometimes attracts charismatic, but unethical entrepreneurs, such as Elizabeth Holmes. The role of entrepreneurship in career development has also been largely ignored in the macro literature on entrepreneurship. In addition, researchers could use the entrepreneurial context to improve our understanding of practical HR challenges, such as corporate incentive design, openness to information from inside and outside the organization, gender and diversity issues, and work-life balance.



Moreover, crises contexts, such as the recent COVID-19 pandemic, may present unique challenges and opportunities for entrepreneurs. The pandemic has led to lockdown, and business disruptions and failures. Employees have been forced to stay at home or have even lost their jobs (Beland, Brodeur, & Wright, 2020). However, the pandemic has created unique business opportunities as well. A recent global survey of over 5,000 entrepreneurs indicates that almost 40% of respondents recognized new business opportunities during the pandemic (Stephan et al., 2021). For example, stay-at-home orders have forced many entrepreneurs to rely heavily on the internet for personal needs and work, which has created more opportunities for so-called cyber or digital entrepreneurship (Tajvidi, & Tajvidi, 2020). The pandemic has also stimulated social entrepreneurs to be mobilized to tackle COVID-related social problems (Bacq & Lumpkin, 2020). Shepherd (2020) suggested that the pandemic has challenged fundamental assumptions of the field of entrepreneurship. At a micro level, we need a better understanding of how entrepreneurship is related to the “new normal”, social resilience, loneliness, and responses to adversity, such as the adversity presented in the COVID-19 pandemic (Shepherd, 2020).

In sum, we recognize that entrepreneurship research needs a better understanding of how individual characteristics (e.g., genetic and neurological predispositions, proactive personality), motivation, identity, leadership (e.g., visionary leadership), teams, ethics, organizational culture, and organizational deviance affect entrepreneurial activity. Furthermore, in a symbiotic manner, the study of entrepreneurship from a more micro perspective could help enrich existing theories of OB and HRM. With that said, it is important to note that micro perspectives on entrepreneurship are still at an embryonic stage, with critical issues

regarding frameworks and empirical methods yet to be resolved. Accordingly, a primary goal of this special issue is to serve as a catalyst for scholarly work on entrepreneurship that expands the domain from a largely exclusive focus on the macro level of analysis to a broader perspective that incorporates issues that are more directly related to OB and HRM.

Finally, entrepreneurship has become a global phenomenon in both developed and developing countries, as documented in The Global Entrepreneurship Index. To fully address the global perspective, besides macro factors such as organizational characteristics, firm strategies, and social and economic environment, scholars will need to consider micro- and meso- based issues such as those pertaining to diversity and virtual teams, as well as cross-cultural differences in the meaning of entrepreneurship, and its manifestation in different cultures. A global perspective on the role of OB/HRM issues in entrepreneurship will improve our understanding of the cross-cultural aspect of entrepreneurship (Stephan & Uhlaner, 2010). It will enable researchers to study whether the characteristics of entrepreneurship, and the factors that facilitate it, are universal vs. culture-specific. Indeed, an emphasis on the role of globalization in the context of entrepreneurship may be fertile ground for multi-level or meso research in OB/HRM.

Some specific issues that could be explored in this special issue include:

- \* HR implications of entrepreneurial firms, such as formation of entrepreneurial teams (Lazar, Miron-Spektor, Agarwal, Erez, Goldfarb, & Chen, 2020), business venturing training (Campos et al., 2017), incentive systems (Monsen, Patzelt, & Saxton, 2010), entrepreneurial team dynamics and learning processes, human capital (Estrin, Mickiewicz, & Stephan, 2016), as well as issues related to diversity and

inclusion

- \* Leadership processes (e.g., visionary, servant, and so forth) relevant to entrepreneurship (e.g., Baum, Locke, & Kirkpatrick, 1998)
- \* How/whether entrepreneurs transition to be organizational leaders as their firms grow, or alternatively, quit to start a new venture (Feng et al., 2021)
- \* Personal qualities (e.g., narcissism; Galvin, Waldman, & Balthazard, 2010; initiative, Gielnik, Spitzmuller, Schmitt, Klemann & Frese, 2015; perseverance and self-efficacy, Markman, Baron, & Balkin, 2005) that may be relevant for entrepreneurs
- \* Ethical behavior and entrepreneurship (Harris, Sapienza, & Bowie, 2009), including the “dark side” of entrepreneurship, or what Baumol (1990) has called “unproductive” or “destructive” entrepreneurship
- \* The role of individuals in corporate entrepreneurship/intrapreneurship and how such activities affect managerial behavior and the corporate environment
- \* The role of gender in entrepreneurship (Jennings & Brush, 2013)
- \* OB and psychological perspectives on entrepreneurship, including the roles of identity, motivation, emotion, championing, education, work-life balance, and organizational justice (Balven, Fenters, Siegel, & Waldman, 2018; Waldman, Vaulont, Balven, Siegel, & Rupp, forthcoming)
- \* Entrepreneurship and career choices/development, including work in social sectors (e.g., social entrepreneurship; Zahra, Gedajlovic, Neubaum, & Shulman, 2009)
- \* Entrepreneurship and job quality (e.g., Litwin & Phan, 2013); entrepreneurs’ job crafting and job design choices and their own and stakeholder well-being and productivity (e.g., Stephan, 2018)
- \* HR implications of entrepreneurial finance,

such as private equity

- \* HR implications of entrepreneurship on the part of knowledge workers including university-based and federal laboratory researchers (e.g., Balven et al., 2018; Link, Siegel, & Wright, 2015))
- \* Labor market and human resource management implications of entrepreneurial ecosystems, including incubators/accelerators and science/technology parks (Cohen, Bingham & Hallen, 2019)
- \* Neurological (de Holan, 2013), physiological (Bönte, Procher, & Urbig, 2015), and genetic factors (Nicolaou, Shane, Adi, Mangino, & Harris, 2011) relevant to entrepreneurs
- \* Cross-cultural aspects of entrepreneurship and how globalization affects OB and HR issues in entrepreneurship (Tansky, Soriano, & Dobón, 2010)
- \* The entrepreneurial team learning process (Zahra, 2012).
- \* How entrepreneurs deal with crises, such as the COVID-19 pandemic (e.g., effects of COVID-19 on small and medium-sized firms, social entrepreneurship, academic entrepreneurship, and self-employment using social media)
- \* How crises (e.g., COVID-19) influence the choice of people to take the risks involved in entrepreneurship, versus a choice of a secure job in the public sector or in large corporations

## Submission Process and Timeline

To be considered for the Special Issue, manuscripts must be submitted between August 1 and August 31, 2022 by 8:00pm U.S. Eastern Standard Time. During this period, papers will be reviewed on an ongoing, rolling basis. Papers for this Special Issue cannot be submitted prior to August 1, 2022. Submitted papers will undergo a double-blind review process and will be evaluated by two reviewers and a special issue editor. Final acceptance is contingent on the re-

view team's judgments of the paper's contributions on four key dimensions:

**Theoretical contribution:** Does the article offer new and innovative ideas and insights or meaningfully extend existing theory? Are the articles embedded in the relevant literature?

**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?

**Practical contribution:** Does the article contribute to the improved management of people in organizations?

**Contribution to the special issue topic.** Does the article contribute to the literature on organizational behavior and human resource management issues in entrepreneurship?

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": [http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1744-6570](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1744-6570). 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: <http://mc.manuscriptcentral.com/ppsyach>.

## **Paper Development Workshop**

Authors who receive a revise-and-resubmit decision will be invited to share their revisions at a paper development workshop prior to the formal resubmission of their papers. We expect that the workshop will take place in Phoenix, AZ toward the end of February 2023. One author per paper will be financially supported to attend (i.e., airplane fare, hotel). In-person attendance will be optional; authors will also be able to attend virtually through zoom. The goal of the workshop will

be to further develop authors' initial attempts at revision, prior to formally resubmitting their papers within a few months after the workshop.

## **Questions?**

Please direct all of your questions about the Special Issue to David Waldman ([waldman@asu.edu](mailto:waldman@asu.edu)).

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# Emerald Studies in Workplace Neurodiversity

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**Cristina M. Giannantonio and Amy E. Hurley-Hanson**

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This important series is designed to make a significant contribution to the development of research on neurodiversity in the workplace. Despite increasing recognition of neurodiversity as a competitive advantage (Austin & Pisano, 2017), little is known about the work experiences and career outcomes of neurodiverse individuals. Neurodiversity is reported to include Autism Spectrum Disorder, Dyspraxia, Dyslexia, Attention Deficit Hyperactivity Disorder, Dyscalculia, Tourette Syndrome, and other neurological differences. This series will include books, monographs, edited volumes, and practitioner handbooks examining the key individual, organizational, and societal issues surrounding neurodiversity at work, the challenges involved in finding and maintaining employment for neurodiverse individuals, and the need to understand which best practices will lead to positive work, career, and life outcomes for neurodiverse individuals.

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- The Careers of Neurodiverse Individuals
- University Programs and Initiatives to Prepare Neurodiverse Individuals for Employment
- International Perspectives on Neurodiversity in the Workplace
- Understanding the Neurodiverse Inclusive Organization

To submit a proposal for this series, please contact the Series Editors Professors Cristina M. Giannantonio and Amy E. Hurley-Hanson and Commissioning Editor Charlotte Maiorana via email:

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## *Corporate Governance*

*An International Review*

Special Issue on  
**“Meta-analyses on Contemporary Corporate Governance”**

Due Date to Submit Proposals: May 1, 2022

**Guest Editors**

Brian K. Boyd, Northern Arizona University, USA  
Corinne Post, Villanova University, USA  
Angelo M. Solarino, University of Durham, UK

Meta-analyses that advance theory via the synthesis and integration of previously discordant findings have the potential to be highly influential. For example, Post and Byron (2015) advanced our understanding of the effects of board gender diversity on organizational performance via meta-analysis. Similarly, a recent meta-analysis challenged assumptions about the effects of ownership type on the frequency of tunnelling activity and advanced our understanding of the role of ownership in firms (Solarino & Boyd, 2020). Meta-analytic tools also permit the development of more nuanced and novel hypotheses, including both moderation (e.g., Gonzalez-Mulé & Aguinis, 2018) and mediation effects (e.g., Bergh et al., 2016). Consequently, meta-analyses do far more than summarize work to date: they extend and advance theory (Post, Sarala, Gatrell, & Prescott, 2020). Furthermore, meta-analyses are beneficial for both emerging and mature bodies of work, making this methodology relevant to a wide range of corporate governance topics.

The Special Issue on Meta-analyses on Contemporary Corporate Governance aims to publish cutting-edge research on the phenomena of corporate governance, that help resolve controversy sur-

rounding the level of empirical support for important theories, and that build and test new theoretical insights surrounding important corporate governance phenomena. We are open to papers that address theoretical questions involving a wide range of corporate governance phenomena at macro, micro, and meso levels. While we are not looking for purely methodological contributions, we invite contributions that use different techniques to accumulate scientific evidence – e.g., how might MASEM versus meta-regression provide unique insights on a specific governance topic?.

In terms of methodology, proposed papers should use an accepted form of quantitative meta-analysis (see Steel et al., 2021), meta regressions (see Gonzalez-Mulé & Aguinis, 2018) or MASEM (see Bergh et al., 2016; Solarino & Boyd, 2020) or qualitative meta-analytic aggregation technique (see Habersang et al., 2019) to assess scientific evidence surrounding important and potentially controversial relationships and theories central to corporate governance research. Please note that neither vote counts nor narrative reviews fall under the scope of the Special Issue. A key consideration will be meta-analyses that test, build, and extend theory. Proposals that integrate multiple perspectives or help resolve controversy from competing perspectives are also encouraged.

**Types of Submissions Solicited**

We define corporate governance broadly as the exercise of power over corporate entities aiming to increase the value provided to the organization's various stakeholders, as well as making those stakeholders accountable for acting responsibly with regard to the protection, generation,



and distribution of wealth invested in the firm. Illustrative topics include:

### **Corporate governance and strategic outcomes**

Boards and owners shape the strategic directions of firms, including internationalization & de-internationalization strategies, M&A, strategic renewal, or CSR policies. How do different strategic outcomes vary depending on board/ ownership dimensions? How well are theories placed to capture these governance- strategic outcome relationships?

### **Corporate governance and functional outcomes**

There is a debate that performance measures are too distant from the board of directors to have a direct impact on these. How about tactical or strategic outcomes? To what extent and under what conditions does corporate governance impact R&D and innovation, marketing, operational efficiency, etc.?

### **Context in corporate governance**

Meta-analyses and meta regressions are well suited to capture the heterogeneity of contextual factors. Samples from different countries can be used to explore to what degree contextual factors and the heterogeneity of contexts act as boundary conditions to governance theories. Similarly, how do different contextual factors shape corporate governance (e.g., board composition, ownership structure, public vs. privately held organizations)?

### **Drivers of corporate governance**

Most of the studies in corporate governance assess the outcomes of corporate governance and only a minority addresses the antecedents of corporate governance arrangements or cross-country differences in corporate governance mechanisms. For example, what drives the appointment of directors with specific characteristics (skills, gender, etc.) across countries? What causes different patterns of board interlocks in different nations? Can ESG-friendly funds shape governance practices?

### **Corporate governance as a process**

An underexplored area in corporate governance concerns how boards work. For example, do board processes matter for firm outcomes and if so, to what extent? What board process are more influential and in what contexts? How do board processes affect board and firm level outcomes? Alternatively, what factors influence board processes and under what conditions?

### **Pathways to the boardroom and director careers**

A growing body of work discusses how individuals receive their initial and subsequent board appointments, how directors' careers (e.g., tenure, compensation, appointment to multiple boards) vary, and how shareholders vote on directors during elections (e.g., shareholder dissent). What can we learn about the arc of directors' careers, their variance depending on individual director characteristics and context, from the accumulating empirical evidence on this issue?

### **Methodological aspects in corporate governance**

Meta-analysis is well suited to identify lack of methodological sophistication and variety. For example: How does the operationalization of constructs shape study results? Or how do corporate governance constructs compare and contrast across countries (e.g., Blat in Russia, or Guanxi in China)?

### **Timeline and Submission Process**

Submissions must follow a two-step process. First, an article proposal must be submitted by May 1, 2022 via the CGIR website (<https://mc.manuscriptcentral.com/cgir>), with an indication that the submission is intended for the CGIR meta-analysis special issue. Proposals should conform to the general CGIR formatting requirements and be no longer than five pages single-spaced, excluding references, tables, or figures. The proposal should address the following issues:

**Relationships of interest:** What specific relationship, or set of relationships, are under investigation in the meta-analysis? Why is it important to

synthesize the evidence regarding this/these relationship(s), or what theoretical and/or empirical problems do you hope to solve? If a prior meta-analysis has been published on the topic, please explain the need for a new study.

**The contribution of the study:** What specific insights do you propose to add to relevant literatures, and what will your meta-analysis yield that is not already known?

**Theory:** What previously used theoretical perspectives do you plan to apply? Are you introducing any new theoretical lenses to the research topic?

**Methodological approach and sample:** Describe your planned analytical approach for research synthesis and explain why it is the preferred methodology. A strong proposal will have a clearly defined focus – e.g., what journals and disciplines will you be sampling? Expected timeframe covered? Do you have a preliminary estimate of the size of the target article pool?

**Timetable:** Given the constraints of a special issue, authors will need to deliver a first draft and subsequent revisions in a timely manner. Please provide a brief description of key tasks associated with your manuscript, including any work that is already underway.

Final decisions on proposals will be made by June 1, 2022. Authors invited to submit a full paper will be invited to attend a Paper Development Workshop, which will be hosted by one of the Guest Editors' universities and take place in an hybrid format online/ face- to-face, to accommodate for the possible travel restrictions that may be in place at the time of the workshop, in early October 2022. Full papers have to be submitted by March 1, 2023 and will be subject to the CGIR standard double-blind reviewing process. It is anticipated that the special issue will be published in 2024.

For queries about this special issue, please feel free to contact the Guest Editors Brian

K. Boyd (brian.boyd@nau.edu), Corinne Post (corinne.post@villanova.edu), and Angelo M. Solarino (angelo.solarino@durham.ac.uk), or the editorial office of the journal (CGIR@wiley.com).

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## Journal of Business Ethics

### **Save our Cities?**

**Exploring the intersection of ethics, diversity, and inclusion, and social innovation in revitalizing urban environments**

#### **Guest editors:**

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#### **Submissions due by January 17, 2022**

The percentage of humanity living in cities is growing, as is the gap between the rich and poor. As a result, urban areas have become the center of grand societal challenges around poverty, education, health and nutrition, race and ethnicity, homelessness, physical security, access to opportunity, and more. Though our cities have diverse socio-demographics, many residents face barriers to inclusion that keep them from fully contributing to the life of cities or from reaping the rewards. Consequently, opportunities and resources are not equally distributed, but instead accrue to those who belong to social groups with more structural power and status (DiTomaso, Post, Parks-Yancy, 2007). Social challenges then fall disproportionately upon poorer, marginalized, and oftentimes minority or immigrant members of our urban communities, presenting a moral dilemma that both demands and defies quick resolution.

How should we seek to save our cities? At the core of this call for papers is the belief that revitalizing cities requires the active and intentional engagement of business. Through the intrapreneurial ventures of existing corporations and the entrepreneurial creation of new ventures, innovative new business models have been created, implemented, and scaled in ways that have profitably addressed a variety of social problems (Barnett, 2020; George, Baker, Tracey & Joshi, 2019). For example, drawing in and drawing upon the untapped talents among the excluded, poor, and marginalized members of our communities have resulted in sustainable and inclusive urban policies and business model innovations that may point academics and policymakers toward new territory for research and practice (Robinson et al., 2019).

Though businesses have the potential to resolve these problems, often they are also their cause. Businesses create jobs of varying skill and pay levels that can include or exclude large swaths of a city's diverse residents. The externalities that businesses generate affect the commons of the communities where they are located, often contributing to social problems on many levels. This presents an intertwined set of ethical and practical complexities to be addressed if business is to achieve its potential to revitalize rather than harm urban environments.

Yet too little is known about the ethical implications of revitalizing urban environments, and what roles diversity and inclusion, and social innovation play in this process.

#### **This Special Issue**

We seek papers that provide theoretically grounded insights regarding how prosocial intrapreneurs and entrepreneurs (Baker & Powell, 2020) leverage the

diversity of the cities where they operate to address social challenges in ways that generate ethical paths to revitalization and development that are both sustainable and inclusive. We are open and welcoming to all theoretical perspectives, empirical methodologies, and geographical and empirical settings. It is our hope that this special issue will illustrate ways of filling the gap we too often see between strong theoretical insights and useful lessons for practice.

Examples of relevant issues at the intersection of ethics, diversity and inclusion, social innovation, and urban revitalization are listed below. These are simply illustrative; they are not exhaustive, and they do not indicate specific topics that we will favor.

**Local needs.** There are many ways that intrapreneurial and entrepreneurial actors can benefit their communities, ranging from core business activities such as acting as a good local employer, to ancillary activities such as making donations to support local arts, culture, and recreation.

What philosophies (e.g. ethical reasoning; stakeholder theory) or practices (e.g. diversity and inclusion; hiring) guide how these actors understand local needs, their own responsibilities, and how they choose to respond?

**Competing employment models.** What ethical considerations do founders and businesses in competitive markets face in determining their employment practices, while maintaining strong performance? We know that high tech firms compete using highly varied models of how they select and manage employees, thereby choosing different paths to potential success (Baron, Burton & Hannan, 1996). But these practices have also limited the diversity of these organizations. We also know that most new ventures choose homophily, despite its apparent limitations (Ruef, Aldrich & Carter, 2003). We are interested in papers that explain in what ways the everyday ventures (Welter, et al., 2017) that dominate the urban entrepreneurship landscape build competitive success through diverse and inclusive

employment practices.

**Ownership.** How does ownership shape ethical behavior toward engagement with the cities that businesses call home? Do closely held private firms (and family businesses) engage more ethically with the cities in which they operate? What are the differences in ethical behavior between domestically controlled and foreign controlled companies? Social ventures and traditional enterprises? Do governance compensation practices shape local engagement in meaningful ways?

**International standards.** What ethical/unethical beliefs drive multi-region businesses to develop strategies that lead them to be “good citizens” that, for example, embrace diversity and inclusion in some places but “bad actors” in others? Are these easily predictable in terms of legal structures and enforcement? In terms of varied market demand? Or are some corporations “good citizens” regardless of legal or market pressures? Why and how do they accomplish this and with what short and long-term consequences? What role does diversity play in these decisions?

**Leadership.** Research suggests that female leaders are more attentive to a broader range of stakeholders and prioritize corporate social responsibility (Byron & Post, 2016; Wowak, Ball, Post, & Ketchen, forth). To what extent are prosocial activities and commitments in urban areas contingent on the individuals who lead organizations? What ethical frameworks are used by those who engage in prosocial activities and comments, how might they differ across gender, and how and to what extent do these practices become part of organizational routines and capabilities that transcend particular leadership groups?

**Collaboration.** Effective solutions to social problems often require collaboration across business, government, and nongovernmental organizations (Barnett, Henriques & Husted, 2018; Palomares-Aguirre, Barnett, Layrisse & Husted, 2018). What ethical consid-

erations are incorporated into these arrangements? In what way do they differ depending on objectives? How do diversity and inclusion enhance or hinder interorganizational cooperation for social innovation (Powell et al., 2018)?

**Inclusive measures of success.** A city's revitalization is often accompanied by rising rents and gentrification, which drives out economically vulnerable residents. What ethical practices or social innovation designs limit negative externalities and ensure that local neighborhoods become more diverse and vibrant, rather than effectively (economically) gated communities?

What measurements indicate ethical success for cities and their citizens, and not just success for firms (Barnett, Henriques & Husted, 2020; Welter & Baker, 2021)?

**Relational and social capital.** "Cities are full of intricate and often surprising social networks— networks that help bind people together and provide important resources in times of stress" (Latham and Layton, 2019: 1). Yet, cities also vary greatly in the ways that they facilitate opportunities for making connections, meeting strangers, or sharing neighborhoods. What is the value of such social networks in generating social ventures and social entrepreneurs? How do ventures built around city social networks ethically create value for a city's varied constituents, particularly compared to those that are not built around city networks?

**Work-family and work-life balance.** A city's infrastructure shapes its citizens' ability to effectively manage competing employment and family demands (Aryee, Srinivas, & Tan, 2005). Unreliable Internet access, electricity and water supplies adversely affect quality of life (McLean, Naumann & Koslowski, 2017). The structure of public transportation networks may disproportionately affect commuting time, which can impact domestic and child-care responsibilities with spillovers on work-life balance and work-family conflict (He, Tao, Ng, & Tie-

ben, 2020; Jain, Line, & Lyons, 2011). What ethical designs or practices help businesses to minimize these effects on their workforce and local population? How do social innovations alleviate the negative effects of city infrastructure on work-life balance and improve or expand the infrastructure so that businesses' goals for diversity and inclusion can be attained?

**Entrepreneurial ecosystem.** Cities have different industrial structures that shape economic activity. These structures can influence the types of entrepreneurs who emerge. In what way does regional industry structure influence the diversity and inclusiveness of the entrepreneurial ecosystem? What are the ethical dilemmas that emerge from historical and contemporary industry structure in regions? What policies have been implemented to promote inclusive growth in cities and what is their effectiveness? How can the concept of an entrepreneurial ecosystem be used as a framework for comparative research on social innovation in urban areas?

### Submission Instructions

Submissions are welcomed from a variety of theoretical, methodological, and disciplinary perspectives, as long as they are closely in line with the topic of the Special Issue. Authors are strongly encouraged to refer to the JBE's submission guidelines for detailed instructions on submitting a paper to this Special Issue. Please note that a paper submitted to this Special Issue is considered a submission to the JBE and therefore cannot be resubmitted to a regular issue of the journal. All submissions must be made via JBE's online submission system by January 17, 2022. Please be sure to indicate that the paper is for this Special Issue during the submission process. The online submission system will start accepting submissions 60 days prior to the call for papers submission deadline. All manuscripts will go through a double-blind peer-reviewed process according to JBE's guidelines. Any questions with regard to this



Special Issue, please address to Mike Barnett at mbarnett@business.rutgers.edu.

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