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Mentoring receipt and employability: How they relate to career success in the Polish ICT sector

Bozionelos, N.; Kostopoulos, K.; Van der Heijden, B.; Van der Heijde, C.; Epitropaki, O.; Mikkelsen, A.; Marzec, A.; Scholarios, D.; van der Schoot, E.; Jedrzejowicz, P.

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CAREERS

Conference Symposia Abstracts

ADVANCES IN THE UNDERSTANDING OF GENDER STEREOTYPING AND BIAS IN ORGANIZATIONS

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Chair: Brescoll, Victoria L.; Yale U.; victoria.brescoll@yale.edu

Although now equivalently represented in both the labor force and lower/middle management roles, women as a group are still heavily underrepresented in the highest levels of status and influence. And despite widespread recognition of this “glass ceiling,” underrepresentation of women still persists in the upper echelon of most organizations. The current symposium showcases four lines of research at the forefront of new advances in the understanding of gender stereotyping and bias. The theoretical and empirical contributions presented in this symposium discuss yet unrecognized intricacies of the fundamental psychological processes underpinning the sociocultural and organizational barriers hindering women’s attainment of positions of power. These developments shed insight into how and why gender bias continues to persist, despite the best intentions of many organizations.

Keywords: stereotyping, gender bias, leadership

Social Consequences of Accepting versus Rejecting Benevolently Sexist Help at Work

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The Price of Power: Power-seeking and Backlash Against Women

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Defending the Gender Hierarchy: Status Incongruity and Backlash Effects

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Men as Cultural Ideals: How Culture Shapes Gender Stereotypes

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SHOWCASE SYMPOSIUM

CALLING & VOCATION: PEDAGOGICAL ENTRY INTO TRANSFORMATIONAL LEADERSHIP

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Participant: Weiss, Joseph W; Bentley College; jweiss@bentley.edu

The purpose of this symposium is to explore how the deep inner “spiritual journey” of the emergent leader and student-becoming-professional involves a sense of “calling,” passion, and how this process can be articulated in pedagogy within business education and the classroom. Two faculty members who have included an examination of calling explicitly within their classes will share approaches they have found transformative in the lives of students and in examining the conceptualization of calling.

Keywords: Calling and careers, transformational leadership, leadership and spirituality

CAREERS, LEADERSHIP DEVELOPMENT, AND EXECUTIVE COACHING: MAKING CONNECTIONS AND BUILDING BRIDGES

Organizer: Korotov, Konstantin; ESMT; konstantin.korotov@esmt.org

Distinguished Speaker: Kets De Vries, Manfred F.R.; INSEAD;
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This symposium aims to raise a scholarly conversation about the need to bring together research on careers, leadership development, and executive coaching. It builds on our recent work in the fields of careers, leadership development, and executive and leadership coaching research that underlines connections between the issues faced by career actors interested in moving ahead along the objective career success lines, aspiring and established leaders, clients using coaching services, as well as human resources and learning and development professionals involved in career development, leadership development, and coaching in organizations. The symposium is also a response to a recent call by career scholars for bringing an interdisciplinary approach into the study of careers in order to better understand the dynamics of contemporary careers in the knowledge economy. The symposium brings together international scholars that are also actively involved in the practice of career development, leadership teaching, and executive coaching. Through their contributions they show the common themes, research questions, and overlapping approaches between research on careers, leadership development, and coaching. The papers presented in the symposium also reflect a variety of theoretical lenses and research methods that are suitable for uncovering the processes of learning to lead as part of the career progression of individuals. Both academic and practical consequences are discussed. The symposium involves a distinguished speaker i.e. Manfred Kets de Vries (INSEAD), one of the world's top-50 thinkers, who brings an overarching perspective of connections between the inner world of individuals and their development as career actors and leaders.

Keywords: Careers, Leadership Development, Coaching

The CEO Career and Life ‘Recycling’ Process

Kets De Vries, Manfred F.R.; INSEAD; manfred.kets.de.vries@insead.fr

The when and why of tipping points in career development executive education programs

Florent-Treacy, Elizabeth; INSEAD; elizabeth.florent@insead.edu

Progressing on a Career Track towards a Leadership Role? Thank You, but

No, Thank you!

Korotov, Konstantin; ESMT; konstantin.korotov@esmt.org

Wanting to Move Ahead in One's Career: Understanding the Antecedents to the Motivation to Lead

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Coaching leaders to get out of their own way

David, Susan A; Harvard U.; aom@sdavid.sent.com

A framework for harnessing multiple theoretical perspectives in coaching for leadership and career

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CROSS CULTURAL MENTORING: TOWARDS AN UNDERSTANDING OF INTERNATIONAL RELATIONSHIPS

Organizer: *Chandler, Dawn E.; California Polytechnic State U., San Luis Obispo; dechandl@yahoo.com*

Organizer: *Murphy, Wendy Marcinkus; Northern Illinois U.; wcmmmurphy@niu.edu*

Discussant: *Higgins, Monica; Harvard U.; mhiggins@hbs.edu*

Globalization, technology and other macro forces that blur national borders continually heighten the need for inroads into cross-cultural mentoring research. To date, however, most mentoring research has focused on North-American samples and neglected consideration of culture as a variable for scrutiny. This symposium is intended to provide insight into cross-cultural phenomena and inspire others to pursue related inquiries. The presentations (i) offer an overview of the state of cross-cultural mentoring research and apply international issues to multinational corporations (MNCs); (ii) explore the three-way interaction of power distance, gender, and mentoring and their impact on salary in Taiwan and the United States; (iii) investigate the relationship of mentoring receipt with employability and career success of professionals employed in Poland; and (iv) examine developmental networks of expatriates in China and Singapore.

Keywords: Cross cultural mentoring, International mentoring, Expatriate mentoring

Assessing the State of Cross Cultural Mentoring Research

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Interactive Effects of Gender, Power-Distance, and Mentoring on Salary: A Cross-Cultural Study

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Mentoring Receipt and Employability: How They Relate to Career Success in the Polish ICT Sector

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Jedrzejowicz, Piotr; Gdynia Maritime U.; pj@am.gdynia.pl
Expatriates' Developmental Networks: A Relational Approach
Shen, Yan; Boston U.; shenyan@bu.edu

CROSS-ORGANIZATIONAL COMPLEXITIES IN THE USE OF CONTINGENT LABOR

Chair: Fisher, Sandra; Clarkson U.; sfisher@clarkson.edu
Facilitator: Stamper, Christina L.; Western Michigan U.;
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This symposium examines complexities that arise when multiple organizations are involved in the use of contingent labor. While some contingent workers are independent or 'free agents,' many are affiliated with a staffing firm, temporary worker agency, or other type of service provider. In these cases, organizations must be concerned not only with their relationship with the individual worker but also with the partner organization, and how the interplay between the two firms may affect individual employees. Complexities that arise in these triangular relationships include inconsistencies in HR systems between the firms, confusion over who is the legal employer, and managing worker identification to enhance performance. This symposium includes four papers that take different approaches to these complexities and includes employee samples from India, Canada, and the United Kingdom.

Keywords: Contingent work, Identification, Strategic human resource management

The moderating effect of client identification on temporary workers' CWBs

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Gallagher, Daniel G.; James Madison U.; gallagdg@jmu.edu

Differential Outcomes of Dual Identification – A Case of the Indian Call Center Industry

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Brandes, Pamela; Syracuse U.; pbrandes@syr.edu

Who is an Employer in the Triangular Employment Relationship?

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Ambiguities, tensions and inconsistencies in management of people across organisational boundaries

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Rubery, Jill; U. of Manchester; jill.rubery@manchester.ac.uk

DEVELOPING FUTURE LEADERS: EXPLORING THE USE OF COACHING AND MENTORING FOR LEADERSHIP DEVELOPMENT

Chair: de Janasz, Suzanne C.; IMD; sjanasz@umw.edu

Chair: Denison, Daniel; IMD; DENISON@IMD.CH

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Presenter: Friedman, Stewart; U. of Pennsylvania;

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Presenter: Godshalk, Veronica M.; U. of South Carolina, Beaufort;

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Presenter: Stevens, Angela; Triple Creek; astevens@3creek.com

Presenter: Peiperl, Maury; IMD; Maury.Peiperl@IMD.ch

Discussant: Schein, Edgar H.; Massachusetts Institute of Technology;

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This past decade has seen an explosion of interest in coaching. Estimates suggest there are at least 50,000 professional coaches in the U.S. alone (Berglas, 2002). Whether they are helping managers to interpret feedback, adopt more effective interpersonal behaviors, or adapt to rapid changes in the workplace, a growing number of organizations are employing coaches to improve the current and future performance of their people. While mentoring has benefited from significant conceptual and empirical attention in organizational research (for a review, see Allen et al., 2004), relatively less attention has been paid to coaching, leaving a lot of basic questions unanswered. How are coaching and mentoring different? What types of support are provided by coaches and mentors? Through what means is that support provided? Who should coach? Are some personality types or skill sets better suited for the demands of coaching? Who should receive coaching? Is coaching reserved for senior management levels, while mentoring is more egalitarian? How do organizations that employ coaches—internal and external—benefit from these services? Should organizations invest in helping all leaders develop coaching skills, or should only professional coaches be employed? How are coaching skills taught? How can we increase the effectiveness of coaching and mentoring? This symposium features a distinguished set of subject matter experts—scholars, teachers, and practitioners—who will present distinct points of view about the use of coaching and mentoring to develop leaders in order to better understand the growing passion for coaching.

Keywords: coaching, mentoring, leadership development

EMPLOYEE BENEFITS AND SUPPORT SYSTEMS: EXPLORING DIFFERENCES ACROSS POPULATIONS

Chair: Lambert, Alysa Dawn; Indiana U. Southeast; alylambe@ius.edu

Discussant: Sweet, Stephen; Ithaca College; ssweet@ithaca.edu

Benefits make up a significant portion of an individual's compensation. Benefits and support systems, such as managerial support, also affect an individual's ability to balance work and family. Thus it is important to understand these systems, how they differ across various populations and how they affect the organization and the employee. This symposium will explore benefits and support systems and the outcomes associated therewith, and also attempt to draw conclusions for businesses about practical applications for future research.

Keywords: Benefits, Work and Family, Support Systems

The Relationship Between Organizational Adaptation, the Aging Workforce and Flex Work Options

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The Relationship between Idiosyncratic Employment Arrangements and Work-Family Positive Spillover

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Lawler, John; U. of Illinois; jjlawler@uiuc.edu

Policing Benefits: A Comparative Study of State Police Benefits

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Steinke, Camela; U. at Albany, SUNY; cb798691@albany.edu

Four Day Work Weeks: An Emerging Trend's Impact on an Organization's Employees

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Facer II, Rex; Brigham Young U.; rfacer@byu.edu

A Team Level Analysis of Mergers: The Impact on Role Stressors and Work-Life Outcomes

Andreassi, Jeanine K.; Sacred Heart U.; jkandreassi@gmail.com

Grotto, Angela R; Sirota Survey Intelligence; agrotto@sirota.com

EUROPEAN PERSPECTIVES ON CAREER SUCCESS: EMPIRICAL INVESTIGATIONS IN DIFFERENT SETTINGS

Chair: Gunz, Hugh P.; U. of Toronto; hugh.gunz@utoronto.ca

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Organizer: Gunz, Hugh P.; U. of Toronto; hugh.gunz@utoronto.ca

Organizer: Verbruggen, Marijke; Katholieke U. Leuven;

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Discussant: Gunz, Hugh P.; U. of Toronto; hugh.gunz@utoronto.ca

In this symposium, we examine career success issues from a European perspective. We will explore whether the typically North-American views on and conceptualizations of career success are applicable to European contexts. The research on career success so far has been largely dominated by the North-American view on the topic. Some notable exceptions notwithstanding,

non-American research has mainly built on earlier American studies and theories without questioning or even reflecting on the generalizability of these insights to other contexts. In particular, the symposium focuses on career success issues related to the 'new career' literature. This literature, which has been developed in the past two decades in response to changes in the North-American labor market, considers careers to be turbulent paths that unfold across multiple organizational, occupational and/or cultural settings (Arthur & Rousseau, 1996). 'Boundaryless careers' are implicitly assumed to be 'the' way for the future (Gunz et al., 2000). Hence, the realization of career success is strongly linked to 'being boundaryless'. In that way, the literature ignores the conditional factors affecting career success. Therefore, we offer a contextualized, European perspective on career success. The studies are based on data from five European countries: Austria, Belgium, Germany, Switzerland and the UK. Moreover, we focus on individuals in specific contexts and positions, i.e. IT professionals, internationally mobile employees and business alumni in career transitions. By focusing on specific groups of employees, we may further shed light on the context-specificity of career success conceptualizations (Heslin, 2005).

Keywords: Career success, new career, European context

What "Career Success" Means to Individuals in Europe – An Empirical Analysis

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Career Success of Expatriates and Flexpatriates: A Qualitative Study of Austrian Managers

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Crossing Boundaries and Career Success: A study of Business Graduates in Austria and Belgium

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Beyond Organization and Self: The Importance of Reference Groups for Defining Career Success

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SHOWCASE SYMPOSIUM

GLOBAL CAREERS: CONTENT, CHOICES, AND CONSEQUENCES

Organizer: Kraimer, Maria; U. of Iowa; maria-kraimer@uiowa.edu

Organizer: Shaffer, Margaret; U. of Wisconsin, Milwaukee;

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Facilitator: Collings, David; National U. of Ireland, Galway;

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Global careers encompass a wide range of meanings and patterns. It includes the notion of traditional expatriation, but also encompasses a variety of work experiences that vary in the degree of cultural contact, immersion, and the temporal patterns. To date, the literature lacks a defining framework of the types of global careers, as well as a lack of understanding for why people choose global careers and the consequences associated with global careers. This presenter symposium brings together a set of papers from researchers around the world to help us better understand the concept of global careers. We begin by identifying the different types of global career assignments. We then examine individuals' motivations for pursuing global careers and their willingness to have internationally mobile careers. We also consider the challenges and coping strategies of global travellers. We conclude our symposium with suggestions for future research on global career issues. The authors consider these issues from various theoretical perspectives: career motivation theory; identity theory; image theory; stress management; and the boundaryless career. The set of papers together provide a much needed integration of the "global career" construct that can set the stage for future research on this timely topic.

Keywords: global careers, expatriates, international HR

Global Careers: A glossary of meanings and a start of a framework

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Baruch, Yehuda; U. of East Anglia; y.baruch@uea.ac.uk

On the Declining Significance of Career Considerations in Global Careers

Haslberger, Arno; Webster U.; arno_haslberger@yahoo.com

The Role of Cultural Intelligence and Global Identity in Predicting International Career Aspirations

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International Mobility and Global Careers

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Business Travelling in a Global Career

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Global Career Success: A review and future research agenda

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IDENTITY AND WORK-LIFE

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Participant: Sluss, David M.; Georgia Institute of Technology;

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Participant: Sprinkle, Therese; U. of Cincinnati; sprinkta@mail.uc.edu

Participant: Trefalt, Spela; Simmons School of Management;

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This panel symposium explores a variety of ways in which research on identity and on work-life integration could benefit one another. Identity and work-life integration are intuitively linked: the process of searching for balance between work and non-work components of life parallels the search for constructing a coherent, harmonious sense of self that encompasses one's engagement in all life domains. Nevertheless, the only fully developed link so far between these literatures has been the utilization of role-identity theory (Stryker, 1980; Stryker & Serpe, 1994; Stryker & Burke, 2000) as a framework for theorizing about or explaining findings in work-life integration research. The panelists' topics for discussion will explore new links between these two literatures. These topics, although primarily geared to stimulate new research and thinking, will be solidly grounded in their own and others' empirical work, demonstrating the utility of bridging the boundaries between the two literatures. Our goal in this symposium is to stimulate new research ideas and form collaborations to build synergies between identity and work-life integration research, with the ultimate goal of generating insights that are potentially beneficial for people in organizations.

Keywords: identity, work-life, careers

JOB SEARCH AND UNEMPLOYMENT: INTEGRATING THEORIES

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Discussant: Zikic, Jelena; York U.; jelenaz@yorku.ca

Due to the recession many people worldwide lost their jobs. Job loss and unemployment are highly stressful experiences, causing decreased physical and psychological well-being. Job search is a crucial coping strategy in order to get reemployed. This symposium aims to increase our understanding of job search and reemployment as a process requiring motivation and self-regulation over a period of time. The symposium includes four studies from three nations, which develop new theory or integrate previous theoretical frameworks, and test these in samples of unemployed individuals using longitudinal or repeated measures designs. Collectively, results indicate the importance of trait approach (rather than avoidance) motivation, autonomous (rather than controlled) job search motivation, job search self-efficacy, job search intentions, and job search quality in predicting employability, job search intensity, and/or reemployment outcomes. By drawing together and discussing the perspectives and insights of these four papers, this symposium will contribute to and stimulate research on the motivational and self-regulatory aspects of the job search and reemployment process. Career and unemployment counselors may benefit from the findings in designing reemployment programs.

Keywords: Job search, Unemployment, Self-regulation

After the Pink Slip: Applying Dynamic Motivation Frameworks to the Job Search Experience

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Kanfer, Ruth; Georgia Institute of Technology; rk64@prism.gatech.edu

Predicting Job Search Behavior: Test of an Integrative Social Cognitive Theory Model

Van Hoye, Greet; Ghent U.; greet.vanhoye@ugent.be

Saks, Alan M.; U. of Toronto; saks@utsc.utoronto.ca

Development of Job-Search and Employability over Time: A Matter of Motivation?

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Klehe, Ute-Christine; U. of Amsterdam; u.klehe@uva.nl

Van Vianen, Annelies; U. of Amsterdam; a.e.m.vanvianen@uva.nl

Job Search Quantity and Quality: Towards a Comprehensive Self-Regulatory Framework

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NEW INSIGHTS INTO CORE SELF-EVALUATIONS AT WORK

Chair: Albrecht, Anne-Grit; Leuphana U. Lueneburg;

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Discussant: Bono, Joyce; U. of Minnesota; jbono@umn.edu

This symposium provides a broad spectrum of latest findings regarding the personality construct of core self-evaluations (CSE) in work settings. The papers discuss previously unexplored empirical results regarding the CSE construct's factor structure as well as new findings related to its predictive validity for career management, job and life satisfaction, job performance, and cultural adjustment. A variety of datasets (e.g., national surveys, large-scale expatriate samples) and advanced data analytic procedures are used to provide exciting new insights into the role of an individual's self-regard and potential applications in diverse settings.

Keywords: personality, satisfaction, personnel selection

Do Core-Self-Evaluations Moderate the Relationship Between Pay and Job and Life Attitudes?

Klinger, Ryan Lee; U. of Florida; ryan.klinger@cba.ufl.edu

The Role of Core Self-Evaluations in Expatriate Assignments

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Paulus, Frieder Michel; Leuphana U. Lueneburg; fpaulus@leuphana.de

Self-Directed Career Management, Presence of Calling, and Core Self-Evaluations

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Enhancing the Prediction of Core Self-Evaluation by Considering Trait Interactions

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Johnson, Russell E.; U. of South Florida; rjohnson@cas.usf.edu

RE-INVENTING RETIREMENT: NEW PATHWAYS, NEW ARRANGEMENTS AND NEW MEANINGS

Chair: *Lee, Mary Dean; McGill U.; marydean.lee@mcgill.ca*

Discussant: *Gunz, Hugh P.; U. of Toronto; hugh.gunz@utoronto.ca*

Coordinator: *Sargent, Leisa; U. of Melbourne; lsargent@unimelb.edu.au*

A dramatic wave of aging employees on the cusp of retirement is building in workplaces around the developed world. From the lowliest workers to executives, unprecedented numbers will reach traditional retiring ages over the coming decades, raising critical issues for sustainable labour and talent management. In the 20 years from 2005 the proportion of Europeans who are over 60 will rise from 22% to 29%, of Americans over 60 from 17% to 24%, of Canadians, Australians and New Zealanders over 60 from 18% to 27%, and of Japanese over 60 from 26% to 35% (United Nations 2007). This symposium seeks to spark debate about the extent to which there are meaningful and significant changes underway in how people are retiring. The four presentations employ multiple theoretical and methodological perspectives to aid our understanding of the changing nature and complexity of retirement both from the perspective of the retiree as well as HR practices in organisations. Our symposium has two objectives: First to provide an opportunity for cross-fertilisation of ideas by drawing on both careers perspectives and HR perspectives on retirement, thus providing a fresh outlook on institutional arrangements and novel pathways such as unretirement. Second is to examine how relevant and meaningful today are the old assumptions that decline and disengagement are an inevitable function of biological ageing? Is retirement being 're-invented'? The symposium has notable practical implications for career development, HR practice, and reconsidering the dynamics of the construction and meaning of retirement.

Keywords: retirement, aging workforce, baby boomers

The Aging of the Workforce: Retirement in the 21st Century

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Temporality, detoxification, and identity: Metaphors and Baby Boomer retirement

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Intention To Unretire—Is It Only For The Money?

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A Lifespan Perspective on Relations Between HR Bundles and Worker Outcomes

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SELF INITIATED-EXPATRIATION AND CAREER DEVELOPMENT: DIVERSITY ACROSS CULTURES AND GENDERS

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Organizer: Richardson, Julia; York U.; jrichard@yorku.ca

Discussant: Arthur, Michael B.; Suffolk U.; marthur@suffolk.edu

Discussant: Janssens, Maddy; Katholieke U. Leuven;
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This Symposium summarizes and develops extant knowledge on self-initiated expatriation (SIE) since the first scholarly research in the area was published in 1996-97. It also addresses the paucity of theoretical development in the field, to provide a framework for future scholarship. SIE forms a natural contrast with the much-studied field of corporate-sponsored expatriation, stressing individual autonomy, international experience, cross-cultural sensitivity and career self-development in careers that are 'boundaryless' rather than organizational. Judging by the volume of published papers, interest in the field is approximately doubling every five years. Some scholars see this trend as a reflection of the increase in the number of individuals engaging in SIE as an alternative to other forms of international mobility such as corporate assignments and permanent migration. While there is currently much diversity in the field, there are some key areas of interest, e.g. examining SIE from gender and comparative cultural perspectives. The Symposium will explore these themes in particular, as well as the contribution of SIE to the development of 'career capital', and themes connecting SIE to contemporary career theory. The international team of contributors to the symposium includes authors from nine countries who between them have contributed nearly two-thirds of the extant papers published in the field. By pre-circulating papers and meeting during and after the symposium, the authors will inform each others' and other researchers' interests in developing, and collaborating in, further studies. The symposium adopts a developmental and collaborative approach, thus participating authors include both established and emerging scholars.

Keywords: Self-Initiated Expatriation, Expatriation, Careers

Self-Initiated Expatriation as a Field of Study: Terminology, Definition and Research Direction

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Self-Initiated Expatriates - Mavericks of the Global Milieu?

- Doherty, Noeleen; Cranfield U.; noeleen.doherty@cranfield.ac.uk*
- Plan B: Self-Initiated Canadian Mining Engineers in Abu Dhabi**
Richardson, Julia; York U.; jrichard@yorku.ca
McKenna, Steve; School of Human Resource Management;
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- Self-Initiated International Careers as a Career Option for Women**
Tharenou, Phyllis; Flinders U. of South Australia;
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- An Investigation of the Double Jeopardy Proposition with Chinese Origin SIE Women**
Bozionelos, Nikos; Durham U.; nikos.bozionelos@durham.ac.uk
- Exploring Women's Career Internationally: An Exploratory Study of SIEs in the South of France**
Crowley-Henry, Marian; Dublin Institute of Technology;
marian.crowleyhenry@dit.ie
- A Comparison of Female and Male Strategies for Securing and Enduring Expatriate Career Development**
Vance, Charles M.; Loyola Marymount U.; cvance@lmu.edu
McNulty, Yvonne; Monash U.; yvonne.mcnulty@buseco.monash.edu.au
Chauderlot, Fabienne; International U. of Monaco; drfab@Acrocat.com
- Self-Initiated Expatriation in Older Women: Exploring the Terrain**
Myers, Barbara; Auckland U. of Technology; barbara.myers@aut.ac.nz
Pringle, Judith; Auckland U. of Technology; judith.pringle@aut.ac.nz
- Gender and Ethnicity and the Accumulation and Deployment of Capital by Lebanese Workers in France**
Al Ariss, Akram; Champagne School of Management;
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-

THE EMBEDDEDNESS OF OPPORTUNITY: ORGANIZATIONAL SOCIAL STRUCTURES AND INEQUALITY

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Coordinator: *Rider, Christopher I.; Emory U.; Chris_Rider@bus.emory.edu*

Coordinator: *Sterling, Adina D.; Emory U.; Adina_Sterling@bus.emory.edu*

Chair: *Sterling, Adina D.; Emory U.; Adina_Sterling@bus.emory.edu*

Organizations influence individuals' careers by structuring employment opportunities and by matching people to those opportunities (Baron, 1984; Sørensen and Sorenson, 2007). Because relationships are vital to identifying job candidates and evaluating their qualifications (Granovetter, 1973 & 1985; Fernandez and Weinberg, 1997; Burt, 1992), this symposium focuses on how relationships across and within organizations influence inequality in career outcomes. Two studies examine how labor market intermediaries influence inequality. Fernandez-Mateo and Coh study how recruiting agencies affect gender segregation in executive hiring. Sterling studies how new hires' preexisting contacts affect new hires' post-entry social capital. Two more studies examine how individuals' positions within industry-wide networks influence inequality. Wade,

Swaminathan, and Schwab study how professional football coaches' positions within the league-wide coaching network influence their promotion and exit rates. Rider studies how lawyers' intra- and inter-organizational relationships influence their professional status attainment. Collectively, this symposium offers a compelling investigation of how inequality in organizational careers is embedded in social structures.

Keywords: Social structure, Inequality, Careers

Gender sorting and competition for jobs in the executive search sector

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Preexisting Contacts and the Formation of Social Networks in Organizations

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Employment Affiliation Networks and Career Mobility Among NFL Coaching Staff 1985 - 2008

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Swaminathan, Anand; Emory U.; aswamin@emory.edu

Schwab, Andreas; Iowa State U.; ASCHWAB@IASTATE.EDU

A study of law firm dissolutions and the network structure of legal labor markets

Rider, Christopher I.; Emory U.; Chris_Rider@bus.emory.edu

THE IMPACT OF CONTEXT: A MULTI-COUNTRY EXAMINATION OF DEVELOPMENTAL RELATIONSHIPS

Discussant: *Kram, Kathy E.; Boston U.; kekram@bu.edu*

Chair: *Giscombe, Katherine; Catalyst; kgiscombe@catalyst.org*

This symposium seeks to expand knowledge on the role and function of different types of developmental relationships in a variety of contexts. Reflecting the growth of multinational organizations and the growing globalization of business, the papers in this symposium represent a variety of national and regional contexts including Europe, North America, and Asia. This symposium will contribute to multinational organizations' talent management efforts by adding to the knowledge of the impact of region on functions, accessibility, and outcomes of developmental relationships. In line with the academic literature's recognition of the importance of a variety of relationships to an individual's career development, the papers in this symposium also shed light on the form, function and outcomes of a variety of relationships, including direct manager, mentor, coach, peer, and friends and family outside the employing organization. Three of the four papers include a focus on women in the workplace. The presenters will frame their findings in terms of existing knowledge in the field, extending that knowledge where appropriate, and will make practical, action-based recommendations to organizations seeking to better understand and leverage developmental relationships, both for individual and organizational benefit.

Keywords: global, manager, women

Developing European Leaders: Understanding the Role of Relationships

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Eckert, Regina; Center for Creative Leadership; Eckertr@ccl.org

Effects of Gender and Marital Status on Mentoring Attainment in India, Taiwan, and the U.S.

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Huang, Jia-Chi; Soochow U.; jchuang@scu.edu.tw
Dreher, George; Indiana U., Bloomington; dreher@indiana.edu

Coaching Best Practices: An International, Cross-Cultural Perspective

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O'Dea, Ali; Center for Creative Leadership; alikyleodea@gmail.com

The Antecedents and Outcomes of Behavioral Trust for Women Direct Reports

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THE INDIVIDUAL'S EXPERIENCES OF WORKPLACE FLEXIBILITY

Organizer: Trefalt, Spela; Simmons School of Management;
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Organizer: Wells, Kimberly; U.S. Office of Personnel Management;
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Workplace flexibility has been related to a number of positive outcomes for individuals (e.g., fit between work and non-work domains) and organizations (e.g., employee attraction, retention, performance, engagement). The extent to which outcomes are achieved is generally credited to be a matter of policy and formal program success. This symposium includes four presentations that explore the important role of individuals' experiences in influencing how workplace flexibility is approached and enacted. In sum, the papers demonstrate there is much to be learned from exploring individuals' experiences of workplace flexibility, especially how day-to-day reality can expand, limit and bypass officially sanctioned formal policies. Audience and panel discussion will encourage reflection on presented materials and offer exploration of future research possibilities.

Keywords: workplace flexibility, work-life, individuals' experiences

Managing Flexstyles: Self-Regulation of Work-Life Flexibility and Work-Family Outcomes

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Who's in Control? The Use of Mobile Technology for Negotiating Working

Time

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Workplace Flexibility Enactment as an Interpersonal Process

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Federal Manager Experiences with Telework: Resistance as Sensemaking

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SHOWCASE SYMPOSIUM

WORK-LIFE BALANCE: A CONSTRUCT IN SEARCH OF MEANING

Chair: Allen, Tammy D.; U. of South Florida; tallen@mail.usf.edu

Discussant: Poelmans, Steven A. Y.; IESE Business School;
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One term that is used frequently in everyday life as well as in the popular press and the academic literature is work-family balance or more broadly life balance. Given the growing attention devoted to this topic and the rapid proliferation of definitions for the term, the time is ripe to initiate a discussion among scholars on the meaning and construct. The objectives of the proposed symposium are to highlight recent theoretical developments and empirical tests that involve the work-family/life balance construct, stimulate future research on the topic, and promote discussion among the presenters, discussant, and members of the audience. To accomplish these objectives, our symposium brings together four papers that collectively examine both role input (time) and role outputs (satisfaction, effectiveness) associated with balance, distinguish balance from related constructs in the work-family literature (work-family conflict, work-family enrichment), and examine the implications of trying to achieve balance. Together the set of papers break new ground in the study of balance, are based on strong theoretical foundations and include empirical data, bring together researchers from multiple cultural backgrounds, and set the stage for stimulating fresh ideas for new research.

Keywords: work-life balance, work-family intersection, work-family balance

The Meaning Of Work-Family Balance: An Empirical Exploration

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Edwards, Jeffrey R.; U. of North Carolina; jredwards@unc.edu

Work-life balance: A structural test of key antecedents and mediators

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Lo, Danny; Shue Yan U.; dannylo@hksyu.edu

Does Everyone Want Work-Life Balance?

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The Cost of Balance: Career Consequences of Seeking Balance through Flexible Work

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Mehng, Si Ahn; U. of Minnesota; siahn1004@hotmail.com

WORKPLACE FEATURES AND EMPLOYEE WELLBEING: AN OCCUPATIONAL HEALTH PERSPECTIVE

Chair: Sparks, Taylor Elizabeth; U. of Georgia; tsparks@uga.edu

Chair: Eby, Lillian; U. of Georgia; leby@uga.edu

This session offers a unique and comprehensive perspective on occupational health by offering diverse substantive and methodological perspectives on the relationship between contextual features of the workplace and health-related outcomes. Collectively, the studies highlight the potential value of examining features of organizations from an occupational health perspective. This provides a new theoretical lens by which to examine the positive and potentially negative effects associated with the organizational context in which employees are situated. These four original research studies offer diverse, interdisciplinary perspectives on creative ways that organizations might enhance employee health given ever-rising healthcare costs. Finally, the papers provide important methodological advances over existing occupational health research. This is accomplished through the use of sophisticated analytic techniques such as multilevel structural equation modeling and latent growth modeling and by incorporating rigorous methodologies such as experimental interventions and longitudinal designs. Taken together, these papers illustrate the potential benefits to be had when organizations “dare to care” by encouraging a compassionate concern for employee health and wellbeing in work environment, policies, and practices.

Keywords: occupational health, employee work reactions, employee wellbeing

Working While Walking: Effects on Organizational Performance and Employee Wellbeing

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The Physical Work Environment as a Unique and Neglected Predictor of Attitudinal Strain

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Flexible Work Arrangement Availability and Employee Health Behavior

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The Impact of Workplace Mentoring on Burnout: A Longitudinal Study
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