Contributors

José Alves is Associate Professor of Management at the School of Management, Leadership and Government of the University of Saint Joseph, Macau. He holds a PhD in Management, Organizational Studies, from the University of Massachusetts Amherst. His research interests include leadership, teams and management in China. Alves’s research has been published in journals and conference proceedings, such as the Journal of Managerial Psychology, Human Resources Management Review and International Journal of Leadership Studies.

Stewart L. Arnold is Senior Lecturer at Nanyang Business School, Singapore. In both undergraduate and MBA programs, he has taught, supervised and mentored some thousands of students in the Millennial generation, often alongside students from other generations. In 2008, Stewart was the Organizing Committee Chairperson for the 11th International Conference of Work Values and Behavior, held in Singapore. As part of this conference, he organized a scientist-practitioner forum on “Best practices in diversity management,” bringing together international academics and people from local government, industry and business. He has had 14 years’ industry experience as a Co-founder of Change Focus Organisational Psychology, a specialist consulting firm based in Brisbane, Australia.

Heiko Breitsohl is Assistant Professor of Human Resource Management and Organization at the Schumpeter School of Business and Economics at the University of Wuppertal, Germany. He received his Master-equivalent degree in Business Administration from the Catholic University of Eichstaett-Ingolstadt, and his PhD from the Schumpeter School. He teaches organizational behavior, organization theory and human resource management in undergraduate and graduate courses. His research interests include organizational perceptions, such as legitimacy, identity and commitment, and their causes, such as impression management and corporate social responsibility, as well as phenomena such as presenteeism and dual career management. Some of Breitsohl’s most current research is forthcoming in Human Resource Management Review.

Jon P. Briscoe is Associate Professor of Management at Northern Illinois University US. He received a Doctorate of Business Administration from
Boston University. His research primarily concerns self-directed careers. Other research interests include leadership and leadership development, career development and value-expression in the workplace. Briscoe is past president of the Careers Division of the Academy of Management and Co-founder and Director of Research for the 5C Group (Collaboration for the Cross-Cultural study of Contemporary Careers). He is Co-editor of the recently published *Careers Around the World: Individual and Contextual Perspectives*.

**Paula Caligiuri** is Professor in the Human Resource Management Department at Rutgers University, US. She holds a PhD in Industrial and Organizational Psychology from Pennsylvania State University. Caligiuri has authored or co-authored several articles and books, including *Managing the Global Workforce* with David Lepak and Jaime Bonache (2010) and *Cultural Agility: Building a Pipeline of Successful Global Professionals* (2012). She is the HR Area Editor for the *Journal of International Business Studies* for 2010–13.

**Stacy M. Campbell** is Associate Professor in the Department of Management and Entrepreneurship at Kennesaw State University, US. She holds a PhD in Organizational Behavior from the University of Georgia. Her research interests are in leadership, generational differences and strategies for engaging the next generation of students/employees. Campbell’s work has appeared in the *Journal of Management, Leadership Quarterly, Journal of Managerial Issues* and the *Journal of Personality and Social Psychology*. Her recent work on generational differences in work values has been featured in the *Atlanta-Journal Constitution*, the *Atlanta Business Chronicle* and the *New York Post*.

**Katharina Chudzikowski** is Assistant Professor of Management at the WU Vienna (Vienna University of Economics and Business), Austria. Her research interests include career research from various perspectives. Particularly, she is interested in career development, career and school-to-work transitions in different cultural and organizational contexts. Her research has appeared in book chapters and international journals (for example *Journal of Occupational and Organizational Psychology, Human Relations, Journal of Vocational Behavior*). Chudzikowski was guest editor for *Cross-Cultural Management, An international Journal* and also serves on the editorial board of the *European Journal of Cross-Cultural Competence and Management*.

**Saba Colakoglu** is Assistant Professor of Management at Berry College, Campbell School of Business, US. She researches and publishes in areas related to strategic management of human resources in a global context,
Contributors


Rein De Cooman is Assistant Professor at Thomas More in Antwerp, Belgium and at the Research Center for Organization Studies of the KU Leuven. She obtained her MS and PhD in Industrial-Organizational Psychology from the Vrije Universiteit Brussels. She teaches courses on organizational behavior and personnel management. Her research interests include motivation, work values, person-organization fit and work effort. De Cooman has published work in the Journal of Vocational Behavior, European Journal of Psychological Assessment, Journal of Applied Social Psychology and Nonprofit and Voluntary Sector Quarterly.

Jennifer J. Deal is Senior Research Scientist at the Center for Creative Leadership (CCL) in San Diego, CA, US and an affiliated researcher at the Center for Effective Organizations at the University of Southern California. She holds a BA from Haverford College, and a PhD in Industrial/Organizational Psychology from The Ohio State University. Her research focuses on leadership and generational differences globally, and has been widely published in scholarly journals and international business magazines. Deal co-authored Success for the New Global Manager (2002) and authored Retiring the Generation Gap (2007).

Nicky Dries is Postdoctoral Researcher at the KU Leuven Faculty of Business and Economics, Belgium. She obtained her PhD from the Vrije Universiteit Brussels. She was a visiting scholar at the Vrije Universiteit Amsterdam and Tilburg University, the Netherlands, the Wirtschaftsuniversität Vienna, Austria, and Boston University, Boston MA, USA. Her research interests are talent management and career management, more specifically, the interplay of organizational-strategic and individual-psychological factors in shaping careers. She is a consulting editor at the European Journal of Work and Organizational Psychology, and advisor of two projects on talent management, as well co-advisor of the Policy Research Centre Work and Social Economy. Dries is also involved in two cross-cultural projects on contemporary careers, the 5C (Collaboration for the Cross-Cultural study of Contemporary Careers) and the Career Adaptability/Life Design project.
Managing the new workforce

William A. Gentry is Senior Research Associate at the Center for Creative Leadership (CCL), Coordinator of Internships and Postdocs at CCL and Adjunct Professor at North Carolina A&T State University, Guilford College and Wake Forest University, US. His research interests are in multisource (360) research, survey development and analysis, leadership and leadership development across cultures, mentoring, managerial derailment, multilevel measurement and organizational politics and political skill in the workplace. Gentry serves on the editorial review boards of the *Journal of Business and Psychology* and the *Journal of Organizational Behavior*.

Laura M. Graves is Associate Professor of Management at the Graduate School of Management at Clark University, US. Her research focuses on leadership, motivation, work-family integration and diversity. Her book, *Women and Men in Management* with Gary N. Powell (3rd edn, 2003), considers the impact of gender in organizations. Her research has appeared in leading journals, including *Academy of Management Review*, *Journal of Applied Psychology* and *Journal of Management*. Graves is a former Chair of the Gender and Diversity in Organizations Division of the Academy of Management. She has served on the editorial board of *Academy of Management Journal*.

Chun Guo is Assistant Professor of Management at the John F. Welch College of Business, Sacred Heart University, US. She holds a BA in English Literature from Sichuan International Studies University in China, an MBA from Oklahoma State University and a PhD from the University of Massachusetts Amherst. Her research interests include organizational justice, global careers, entrepreneurial processes, corporate entrepreneurship in emerging markets, trust perceptions and organizational change. Guo’s research has been published in the *Journal of Managerial Psychology*, *Management Organization Review* and the *Best Paper Proceedings of the Academy of Management Annual Conference*. She won the Best Paper Award in OB/HRM/OT from the International Management Division at the Academy of Management Annual Conference in 2009, the Academy of International Business 3rd Annual Emerging Scholar Award in Women’s Entrepreneurship in 2011 and the Academy of Management Best Reviewer Award in 2011.

Linda M. Hite is Professor of Organizational Leadership and Supervision at Indiana University-Purdue University Fort Wayne (IPFW), US. Her research focus is on workforce diversity, career development (including diverse groups in the workplace) and diversity education. She has recently published in *Advances in Developing Human Resources*, *Gender, Work & Organization* and *Human Resource Development International*. Hite is
Contributors

Book and Media Review Editor for *New Horizons in Adult Education and Human Resource Development* and on the editorial board for *Advances in Developing Human Resources*. She currently serves as department Chair for Organizational Leadership and Supervision.

**Kivanc Inelmen** is Assistant Professor at the Department of Tourism Administration, Bogazici University, Turkey. He holds a PhD in Organizational Behavior from the Department of Management at Bogazici University. He was a visiting scholar to McMaster, Central European and Columbia universities. Inelmen’s research includes organizational commitment, trust in supervisor, employee performance, organizational citizenship behavior, intention to stay and job insecurity issues. His research has appeared in the *International Journal of Human Resource Management, Economic and Industrial Democracy, Anatolia: An International Journal of Tourism and Hospitality Research, International Journal of Business, Management and Economics and International Journal of Sociology and Social Policy.*

**Brenda Kowske** is Senior and Lead Analyst for the HR practice area at Bersin & Associates, US, a leading HR industry research and analyst firm. Before joining Bersin & Associates, she was Research Manager at the Kenexa High Performance Institute. She holds a PhD and MEd from the University of Minnesota Twin Cities, both endeavors specializing in human resource development. Kowske is the author of many professional and peer-reviewed articles, and recently published the book *RESPECT: Delivering Results by Giving Employees What They Want* with co-author Jack Wiley (2010).

**Sean T. Lyons** is Associate Professor of Organizational Behavior in the College of Management and Economics at the University of Guelph, Canada. His research concerns inter-generational differences and their impacts on workplace dynamics and managing people. His research on generational differences and work values and attitudes has been published in the *Journal of Organizational Behaviour, Sex Roles, Journal of Business and Psychology and Public Administration Review* and featured in a number of international newspapers, as well as national television and radio. Lyons works frequently with private and public sector organizations to identify and address inter-generational issues. He sits on the editorial board of the *Journal of Organizational Behavior* and is an ad hoc reviewer for several other scholarly journals.

**Ellen Martins** is Co-director of Organisational Diagnostics, a management consultancy focusing on organizational and behavioral diagnoses and change. She holds a PhD in Information Science, with an interdisciplinary
focus on knowledge management, organizational behavior and organizational development from the University of South Africa (Unisa). Her Masters degree (cum laude) focused on organizational culture, creativity and innovation. Her most recent publications appeared in the *Journal of Knowledge Management* and the *South African Business Review*. Martins served as a reviewer for the book *Knowledge Management Innovations for Interdisciplinary Education: Organisational Applications* (forthcoming). Since 1993 she has participated in more than 400 organizational surveys and is involved in feedback and action planning sessions.

Nico Martins is Professor in the Department of Industrial Psychology at the University of South Africa. He holds a PhD in Industrial Psychology and is registered at the Health Professions Council of South Africa (HPCSA) as a psychologist. He is an international affiliate of the Society of Industrial and Organizational Psychology (SIOP) in the US. Martins is acknowledged by the National Research Foundation as a seasonal researcher. He has published articles in national and international journals and serves as editor of a number of South African and international journals. His fields of expertise are organizational development, organizational psychology and change.

Kimberly S. McDonald is Professor of Organizational Leadership and Supervision at Indiana University-Purdue University Fort Wayne (IPFW), USA. Her research focus is on career development issues, ethics in human resource development and diversity education. She recently published in *Advances in Developing Human Resources*, *Human Resource Development International* and *Human Resource Development Review*. Currently McDonald is the Editor-in-Chief of the journal *Advances in Developing Human Resources* and is Associate Dean of the College of Engineering, Technology and Computer Science at IPFW.

Eddy S. Ng is Associate Professor in the School of Business Administration at Dalhousie University, Canada, USA. His research focuses on gender and diversity in organizations, career issues and the Millennial generation. His work has appeared in the *British Journal of Management*, *Journal of Vocational Behaviour*, *Human Resource Management Review* and *Relations Industrielles/Industrial Relations*. Ng has served as Division Chair, Program Chair and Academic Reviewer for the Gender and Diversity in Organizations Division of the Administrative Sciences Association of Canada. He is on the editorial board of *Management Communication Quarterly*.

Emma Parry is Reader in HRM at Cranfield School of Management, UK. Her research interests include managing an aging workforce, age
discrimination and diversity, older workers’ careers and generational diversity, e-HRM, comparative international HRM and HRM in the voluntary sector. She gained an MSc and PhD in Applied (Occupational) Psychology from Cranfield University in 1996 and 2001, respectively. Parry has conducted research on the age-diverse workforce. She is a member of the 5C global academic collaboration examining career success and career transitions across cultures and generations and a member of the global team for the Center of Aging and Work at Boston College, US. She is the Co-editor of *Managing an Age Diverse Workforce* with Shaun Tyson (2010) and author of numerous publications and conference papers in the field of HRM, including several in the area of age diversity.

**Emily T. Porschitz** is Assistant Professor at Keene State College, US. She is currently a PhD Candidate at the Isenberg School of Management, University of Massachusetts Amherst where she received the Stanley Young Memorial Award for her dissertation research. Her research interests include early careers, young professionals, international careers, power and qualitative research methods. Porschitz’s work has been published in the *International Journal of Leadership Studies*, and she has presented papers at conferences including the Eastern Academy of Management, the National Academy of Management.

**Rena Rasch** is Research Manager with the Kenexa High Performance Institute, where she manages the Institute’s WorkTrends™ study, an annual employee opinion survey of over 35,000 workers in 28 countries around the world. She received her PhD in I/O Psychology from the University of Minnesota, US. Rasch has made contributions to the organizational science literature, including an article in the *Journal of Applied Psychology* about typical sample characteristics used in published research. She has also contributed to the topic of generational differences in the workplace, and is developing a comprehensive research stream about trust in leadership.

**Marian Ruderman** is Senior Fellow and Director, Americas and EMEA (Europe, Middle East and Africa) Research at the Center for Creative Leadership. She holds a PhD in Organizational Psychology from the University of Michigan, US. Her work focuses on leadership development, diversity and work-life integration. A noted expert on women’s leadership, Ruderman has co-authored over 50 articles and book chapters on leadership. Her books include *Standing at the Crossroads: Next Steps for High-achieving Women* co-authored with Patricia Ohlott (2002), *Diversity in Work Teams: Research Paradigms for a Changing Workplace* co-edited with Susan Jackson (1996), and the *Center for Creative Leadership*
Managing the new workforce


Sascha Ruhle is Research and Teaching Assistant of Human Resource Management and Organization. He is a PhD candidate at the Schumpeter School of Business and Economics, University of Wuppertal, Germany. Research interests include workplace and academic commitment, organizational behavior and presenteeism. He has presented papers at national and international conferences. Ruhle has published in the Human Resource Management Review.

Linda Schweitzer is Associate Professor of Management and Strategy at Carleton University, Canada. She has published in the areas of alternate work arrangements (telework and virtual teams), strategic human resources management, organizational behavior, women in business and society as well as generations in the workplace. Schweitzer has recently published in the Journal of Vocational Behaviour, Relations Industrielles/Industrial Relations, Business Horizon and the Information Systems Journal. She has served as division chair, program chair and academic reviewer for the Gender and Diversity in Organizations Division of the Administrative Sciences Association of Canada and is currently Assistant Dean, Sprott School of Business, Carleton University.

Yan Shen is Assistant Professor at the Gustavson School of Business at the University of Victoria, Canada. She holds a Doctorate in Business Administration from Boston University, US. Her research interests include careers, expatriation and repatriation, and developmental relationships across different cultures. Shen has co-authored a book and several peer-reviewed articles and book chapters. Her research on expatriates and cross-cultural careers won her the Best International Paper Awards from Academy of Management Careers Division.

Sarah Stawiski is Research Associate at the Center for Creative Leadership (CCL) in Greensboro, NC, USA. She holds an MA and PhD in Applied Social Psychology from Loyola University Chicago, US. Stawiski’s work focuses on evaluating the impact of leadership development programs, and understanding individual and organizational factors that influence workplace attitudes and behaviors. Other interests include small group processes, ethical decision making and corporate social responsibility.

Jeannette Taylor is Associate Professor of Public Policy in the Political Science and International Relations discipline at the University of Western Australia, Australia. Her research interests are in public management,
particularly public service motivation and performance management. Taylor’s recent publications have appeared in Public Administration, International Public Management Journal and Australian Journal of Public Administration. She is an editorial board member of Public Administration Review and Review of Public Personnel Administration.

**Jean M. Twenge** is Professor of Psychology at San Diego State University, US. She holds an MA from the University of Chicago, US and a PhD from the University of Michigan, US. Twenge is the author of more than 60 scientific publications as well as the book *Generation Me: Why Today’s Young Americans are More Confident, Assertive, Entitled – and More Miserable than Ever Before* (2006). She is Co-author of *The Narcissism Epidemic: Living in the Age of Entitlement* with W. Keith Campbell, (2009). She frequently gives talks and seminars on working with today’s young generation based on a dataset of 11 million young people.

**Julie Unite** is currently completing her PhD in Industrial and Organizational Psychology at Northern Illinois University, US. Prior to starting her PhD she was a practicing psychologist in both Australia and the UK, where she also completed her Master’s degree in Occupational Psychology. Unite’s work and research interests include career/executive coaching, emotion and emotional intelligence in the workplace and managing career change and transitions.

**Duygu Uygur** is PhD Candidate in Organization Studies and Research Assistant at Istanbul Bilgi University, Turkey. She holds an MA in Organizational Behaviour from Marmara University Institute of Social Sciences, Turkey. She teaches organizational behavior and human resources management at Istanbul Bilgi University. Her research interests include emotional labor, organizational culture and organizational theory. She is using ethnography as the research method in her PhD thesis on HRM.

**Todd J. Weber** is Assistant Professor in the College of Business at Central Washington University, US. His research interests include international management, leadership and values. Weber has published in the Annual Review of Psychology, Journal of Management, Leadership Quarterly, Journal of Vocational Behavior and Human Relations, among others. He is on the editorial review board for the Academy of Management Review in addition to being an ad hoc reviewer for a number of other scholarly journals.

**Samantha Yue** completed her Bachelor of Business degree from Nanyang Technological University, Singapore, in 2009, majoring in Human
Resource Management. She was part of a three-person team who worked on a year-long applied research program focusing on what younger and older workers think of each other. This research was presented at the 12th International Conference of Work Values and Behavior. Yue is currently employed as Compensation and Benefits Specialist at Nike HR Shared Services Centre for Asia Pacific. She works with co-workers from various generations and nationalities in Nike’s Singapore office. She has participated in a volunteer program working with delinquent youth, which has helped her better understand some of the challenges facing the Millennial generation.

**Isik U. Zeytinoglu** is Professor of Management and Industrial Relations at DeGroote School of Business, McMaster University, Canada. Her research interests are flexible work schedules and non-standard work, health sector human resources policy, and flexibility, job insecurity, job satisfaction and retention issues. Her research has been published in *Relations Industrielles/Industrial Relations, International Journal of Human Resource Management, Economic and Industrial Democracy, Health Policy, Healthcare Policy, Canadian Public Policy, Journal of Industrial Relations and Industrial and Labor Relations Review*. Zeytinoglu is on the editorial boards of *Relations Industrielles/Industrial Relations, IsGuc: Industrial Relations and Human Resources Journal, Journal of Computer Information Systems* and *Journal of Labour Relations*. 