Developing career resilience and adaptability[☆]

Scott E. Seibert, Maria L. Kraimer, Peter A. Heslin

There is only one kind of shock worse than the totally unexpected: the expected for which one has refused to prepare.

- Mary Renault, novelist

Developing a clear set of career goals and plans can be beneficial at almost any stage of your career, though careers rarely unfold as intended or imagined. No matter how much people analyze their aspirations and opportunities in the service of planning their career, unexpected developments often bring unforeseen changes. Such developments can be driven by processes within you, such as changing personal aspirations and growth needs, or by external events that you did not plan or expect, such as the fortuitous opportunity that seems to drop from the sky or *shocks* that derail progress along an intended career pathway. It's wise to expect the unexpected to occur at some point in your career. This is why it is important to build resilience and adaptability into your career — before the unforeseen happens.

Resilience is the capacity to bounce back from disruptions. In terms of careers, resilience is the capacity to continue making progress toward your current career goals with the resources and strategies you have already developed; to *Keep Calm and Carry On*, as it were. But sometimes events require you to change. *Adaptability* involves reformulating your goals and/or strategies to adapt to new work and career realities. Such changes ideally leave you less vulnerable to the previous types of shocks and more aligned with your new work environment. The focus of this article is on how you can build your capacity to anticipate and respond to shocks so that you are both more resilient in the face of unexpected events and more able to make changes to your

career goals and strategies to adapt to new environments, when necessary.

An important place to start is to better understand the type of shocks and obstacles that can affect progress toward your career goals. We have been collecting information on the positive and negative events that shape people's careers from interviews, open ended responses, and questionnaires from a large number of professional and managerial employees at all stages of their careers. We share that information with you here so that you can be better prepared for the unexpected. We then discuss a range of strategies and tactics for building the resources and capacities that enable people to constructively deal with the often unexpected events that are likely to shape their careers. We outline both psychological and behavioral career strategies for dealing with, overcoming, and even thriving in the face of these events. By taking these steps, you can bolster your career resilience and adaptability to respond to the almost inevitable career shocks you encounter.

CAREER SHOCKS

Significant events can throw us in unexpected directions. Some events may be completely unanticipated, such as an injury, illness, or job loss. Others, such as a relocation, marriage, or pregnancy, may be planned, though the impact and consequences of the event can be more profoundly disruptive than expected. Either way, such events may cause people to pause and re-think their career and even life direction. We refer to these events as career shocks. Specifically, a career shock is a distinct and impactful event that triggers deliberation about potential career transitions such as acquiring new skills, searching for a new job, changing occupations, or retiring. The triggering event may be expected or unexpected, and may or may not induce strong emotions, but it is something that occurs at a specific time

and place and impacts thoughts and feelings about your career status and future career direction. But not all external events have undesired consequences. Career shocks may have a positive or negative impact on your career. The key is that they cause you to rethink previously taken-for-granted assumptions about your career.

Positive Career Shocks

In our research, we have found that common positive career shocks include receiving an earlier than expected promotion and/or pay raise, receiving a prestigious award in the profession or organization, and succeeding in a highly visible project. Positive career shocks generally provide people with confirmation that they are doing well in their current course of action and possibly offer greater opportunities if they stay on the same career track. They solidify your identity and reputation as a valued member of the organization and profession. Because positive shocks often further embed you in your current organization or occupation, it is less likely that you will pursue career goals that entail leaving the organization or occupation. This can be a kind of golden handcuff. For example, in a study of early-career employees (defined as having graduated with a Bachelors degree within the prior 3—5 years), we found that those who had received an earlier than expected pay raise or promotion at their company were less likely to apply to graduate school, despite their desire to pursue a graduate degree. As such, you should be careful to *not* let positive career shocks become a "trap" to stay in a current course of action that may later lead to career stagnation due to not pursuing your broader and perhaps more ambitious career goals.

Another common positive career shock is receiving an unexpected job offer. While this type of career shock may lead to changing organizations, industries, or geographic locations, it is generally an affirming shock that helps you fulfill a career goal. As one employee in our study noted, "A job opportunity came out of the blue. I did not even realize that it was coming, and it was the perfect job for me." He went on to describe that the new job allowed him to pursue one of his career goals of establishing a joint venture of an executive education institute with a private industry supporter, but that required he move from New Zealand to Australia. Although such positive career shocks may not change your career goal (indeed it may help you achieve your current career goal) or require you to be resilient, new job opportunities often require career adaptability in order to successfully identify, secure, and smoothly navigate oneself into them. Later in this paper, we will discuss various strategies to achieve adaptability.

Negative Career Shocks

On the other hand, negative career shocks often require you to draw on your career resilience and adaptability. In our research, the most common negative career shocks include difficulty finding a job, having an important mentor leave the organization, failure to receive an expected job assignment or promotion, receiving a poor performance review, experiencing a negative political incident within one's work unit, and being in an organization that announces a significant

organizational change such as a reduction in workforce, merger, or ethical scandal. As an example, one MBA student described how the merger of his real estate company with a development company resulted in him leading a commercial project for which he had no managerial skills. As a result, he decided to apply to MBA programs, a degree which he had not previously planned to pursue. The career shock of a company merger provided him with new opportunities that required skill sets he did not have and thus led him to consider new career strategies (pursuing an MBA). A university professor described how the shock of not getting promoted to a tenured position impacted her career and life: "A shock for me was being told by my department chair that the department wanted me to resign before coming up for tenure. I felt like I had failed my family and ended up taking a job 300 miles from home and commuting from home to my job for 4 years and only seeing my children on weekends." This type of disruption to your career path would certainly require resilience and adaptability.

Negative career shocks may also involve personal life events, such as having your spouse offered a job that requires a re-location, getting married or divorced, having a baby, having a family member diagnosed with a serious or debilitating illness, or experiencing the death of a family member. While some of these shocks are usually positive life events (e.g., getting married; having a baby), they may negatively impact your current career trajectory by forcing you to change jobs (due to spousal re-location) or re-evaluate whether your current career trajectory is still feasible or desirable ("can I continue to work 12-hour days with a spouse or baby in my life?"). An employee in our study of professors noted how getting divorced early in her adult life "forced me to establish independence and an income stream." She adapted to the need to secure her own financial security by quitting her contract-based consulting work and applying to PhD programs so that she could pursue a career as an academic professor; she is now in a tenure-track position at a research university. In Table 1, we outline a range of career shocks to help you anticipate the kinds of shocks you may encounter, as well as to help you consider how you might strive to avoid them and/or respond adaptively when they occur.

Which 2—3 of these career shocks are most likely to be on your short- to medium-term career horizon? How well-prepared are you to respond effectively to them? How could you be even better prepared?

While career shocks may lead to you questioning your abilities, past choices, and future opportunities, being resilient and adaptable can help you to turn a negative career shock into a positive event. We now turn to discussing some strategies that can enable you to be more resilient and adaptable to career shocks.

STRATEGIES FOR FOSTERING CAREER RESILIENCE AND ADAPTABILITY

Based on our own and others' research, we have identified a range of strategies for maintaining and developing career resilience and adaptability. When confronted with a career shock, it is first important to psychologically manage distracting emotions and nurture a growth mindset. You may further have to adapt to new realities by rebalancing the

Table 1 Common Types of Career Shocks

Type of career shock	Illustrative examples
Difficulty finding a job	*"The difficulty I experienced when searching for a new job a couple of years ago in a new field made me realize that I needed to acquire additional skills and knowledge. Thus, I decided to apply to graduate school."*
Having an important mentor leave the organization	*"When my long-time mentor left the company, it reinforced that the time was right for me to go too."*
Failure to receive an expected assignment or promotion	*"Being dismissed as a Dean candidate (i.e., head of a business school) made me realize I did not want to be a Dean and instead I re-focused my time and effort on research and teaching."*
Receiving a poor performance review	*"I was surprised when my boss gave me low ratings in my performance review — I thought I had a relatively good year in terms of meeting my goals. Once he started talking about putting me on a performance improvement plan, I knew my time was up at this company. I had to find a new job."*
Experiencing a negative political incident	*"My boss tried to sell me out on a project that failed. This led to me looking for a new job."*
Being in an organization that announces a significant organizational change	*"When the company where I worked was sold to another corporate parent who did not really care about what we did, made me think of leaving the occupation"* (which the person eventually did).
Spouse gets a new job that requires a re-location	*"I am married and my husband was posted to D.C. so I had to quit my job at a large accounting firm. I took this opportunity to return to graduate school, which will bridge me to a job in a new field."*
Getting married	*"Finding a partner for life has changed my work life balance, relative more to life than work."*
Having a baby	*"Birth of my first kid made me get my priorities straight. I was on the road to becoming a workaholic in the bad sense (we all work hard and love our jobs, but if you are above 70—80 hours of work each week, that's not normal). I have learned to prioritize, satisfice, and say no."*
Having a family member diagnosed with a serious illness or disability	*"(My) special needs son caused me to make employment decisions that did not fit my original plans."*
Getting divorced	*"Losing touch with my wife (which led to divorce) after ten years of being on the road for work 5—6 days a week was a major factor in the decision to leave the consulting setting and move into a university."*
Death of a family member	*"Death of my partner in an accident lowered my work productivity and I had to find a new job. It is hard to explain lack of productivity on a CV."*

relative importance of your various career goals. Often, psychological resilience is a necessary condition for effectively applying other more behavioral strategies for responding to career shocks. For example, dealing effectively with your emotions can allow you more time and mental energy to engage in the behavioral strategies of seeking training and development, seeking job challenges and fit, and developing effective relationships and career networks.

PSYCHOLOGICAL STRATEGIES

Three psychological strategies to support your resilience and thus adaptability when career shocks are encountered pertain to managing distracting emotions, nurturing your growth mindset, and rebalancing your career goals.

Manage Distracting Emotions

Negative career shocks can sometimes trigger unhelpful, negative emotions such as anger, anxiety, resentment, self-doubt, sadness, or frustration. Acceptance and commitment therapy frames such emotions as a common, natural, and inevitable part of being human that are exacerbated and prolonged by *sitting on* or *sitting in* them. People suppress or *sit on* their emotions when they attempt to deny, dodge, or otherwise avoid their unwanted emotions. Hallmarks of related escape activities include excessive alcohol or illicit drug consumption, overeating, and mindless TV or internet browsing. Such approaches to managing unhelpful emotions are like putting water on a squeaky wheel — the squeak will stop for a while, though soon afterwards, it often resumes even louder than before.

Sitting in emotions is tantamount to rumination. This occurs when people get caught up in cycles of dwelling on and analyzing their uncomfortable emotions. After ruminating on fear of failure at an important career task, such as a job interview or presentation, the anticipated failure can seem so real that people come to believe, feel, and act as if it has actually occurred! Rumination is unconstructive in that it undermines effective problem solving and acting to address the source of distress. As such, sitting on or sitting in emotions is generally not helpful for maintaining resilience or adaptability.

Table 2 Strategies for *Going to* and *Going Through* Emotions

Strategies for ***going to*** emotions are to:

1. **Label your thoughts and feelings**. Instead of saying to yourself, *"I am panicking,"* say, *"I have a sensation that my heart is racing."* Instead of saying, *"I am so depressed,"* say, *"I am having the feeling that I am depressed."* Doing so helps to avoid *fusion*, which occurs when people view themselves as not just experiencing emotions (e.g., *"I feel depressed"*), but in fact being "fused" (or synonymous) with their emotions (e.g., *"I am depressed"*). The *de-fusion* enabled by labeling thoughts and feelings places them in a broader context of being merely a part of ourselves that can co-exist with us making progress toward attaining our goals.

2. **Engage in expressive writing**. Because bottling up negative emotions makes them grow, simply writing about them can be a cathartic means of self-discovery and meaning-making. Stress relief and fresh insights for addressing your career shocks can stem from brainstorming about topics such as how you feel and alternative ways of making sense of what happened. Try doing so for 5—10 min each day until the negative emotions subside.

3. **Play musical thoughts.** Think of an upsetting or distracting thought (e.g., *"I am such an idiot," "She is so unkind,"* or *"How could they have made such a moronic decision?"*) and believe it as intently as you can for about 10 s. Now sing that thought to yourself to the tune of *Happy Birthday, Jingle Bells*, or any other song of your choosing, and then try to again hold it in mind in its original form. Playing musical thoughts can help to defuse unhelpful thoughts of their emotional sting and any powerful urges to act on them.

4. **Urge surf.** Whenever experiencing an uncomfortable emotion (i.e., anxiety, anger, betrayal, resentment, or sadness), try to just notice the urge as it rises, peaks, and then eventually falls, just as waves in the surf gradually dissipate after breaking. No matter how apparently overwhelming a disruptive emotion and related urge seems to be, it will inevitably pass — even if not acted upon.

Strategies for ***going through*** emotions are to:

1. **Ask:** *"How do you help?"* The thoughts that spurn disruptive emotions are often debated in our heads in terms of whether they are *true* vs. *false*, or *reasonable* vs. *unreasonable* (i.e., *"I deserve to be upset about this!"*). Instead, ask yourself whether the topic is **workable**, that is, helpful or unhelpful for attaining your objectives. Ask yourself: *"Does thinking about this topic help me to … be the person I want to be? …build the sort of relationships I'd like?… achieve my career objectives?* If not, try to divert your thoughts and actions to something more productive.

2. **Choose to "pass" rather than "play."** When tabloids target celebrities with misleading stories, some chose to "*pass*" by taking such stories in their stride, paying little attention, and shrugging them off as just part of being famous. Other celebrities choose to "*play*" by reading, analyzing, dwelling on, and complaining about such stories, thereby becoming highly upset! Next time you begin to ruminate on a career shock, try to choose to pass rather than play, thereby avoiding becoming distracted and exhausted by fighting needless battles with unworkable ideas.

3. **Treat unhelpful thoughts like a monster on the bus.** Experiment with construing uncomfortable feelings like monsters in the back of a bus that you are driving. Remind yourself that they can be there without you needing to be unduly distracted or guided by them, or trying to get them to leave the bus. Just as day follows night, they will eventually leave of their own accord — often more smoothly and permanently than if you engage in a battle to ignore them or kick them off.

Two more effective ways to manage unwanted, disruptive emotions are:

- *Going to* emotions — by being willing to have and fully experience negative emotions without struggling, judging, or trying to banish them; and
- *Going through* emotions — by taking action guided by your plans and priorities, regardless of what you are feeling. People go *through* emotions when, for instance, they strongly feel like staying in bed but instead adhere to their plan to head out for early morning exercise.

Both these approaches involve being willing to truly experience unwanted emotions, rather than striving to suppress, squash, or analyze them. Doing so can yield a host of benefits including decreased anxiety, as well as enhanced innovation, learning, mental health, and robust motivation to progress in your career. A range of strategies for *going to* and *going through* emotions is outlined in Table 2. Given that people vary in terms of the strategies they find most effective, we encourage you to experiment with this range of emotional self-management options in order to discover which work best for you!

The more we struggle with our difficult thoughts and feelings by suppressing, ruminating, or fusing with them, the more they are likely to linger, upset us and our relationships, as well as derail our learning and career goal attainment. The objective of *going to* and *going through* unhelpful emotions is not to prevent or eradicate unpleasant thoughts and feelings; that just won't happen because they are part of being human. Instead the goal is to disentangle ourselves from distracting, unhelpful thoughts and feelings, in order to refocus on more important and useful matters — such as maintaining positive relationships and acting in ways that enable progress in achieving our career objectives, including the enactment of the behavioral strategies discussed below. A welcome bi-product of doing so is that unwanted emotions often evaporate more swiftly than they would have otherwise.

Nurture Your Growth Mindset

Encountering career shocks can create doubts about whether people possess the requisite abilities to attain their career objectives. In such instances, the fundamental assumptions or *mindset* people hold about the plasticity of their capabilities in question can significantly influence what they do next. When people hold a *fixed mindset* about particular abilities — whether in the technical, operational, marketing, administrative, leadership, or some other domain — they construe them as largely immutable and thus presume that the scope

to develop them substantially is innately limited. Statements to yourself or others such as "*I'm too old for this*" or "*This is just not one of my strengths and that's never going to change*" are hallmarks of a fixed mindset about the ability in question. After a setback has been encountered, research has shown that what flows from a fixed mindset includes reluctance to seek feedback about how you could get better, systematically experiment with new strategies, or generally engage proactively in the kinds of development initiatives that enable ability improvement. Fixed mindsets are then often validated by acting as a self-fulfilling prophecy.

When people hold a growth mindset, on the other hand, they tend to assume that if an ability is presently inadequate, it means it has *not yet* been sufficiently developed. A growth mindset assumes that abilities can be cultivated and cues people to respond to setbacks by engaging in a search for strategies to enable ability acquisition and refinement. These

can include seeking feedback about how performance could be improved, setting learning goals regarding precisely what they hope to learn to do, questioning their assumptions, asking others for guidance, observing others who are more proficient, experimenting with different strategies, as well as methodically and persistently working away to cultivate the targeted abilities. Table 3 outlines a range of research-based self-development initiatives that you can apply to foster your growth mindset, both generally as well as in specific areas where a fixed mindset is hampering you from responding constructively to a career shock.

As with the emotional self-management strategies, we encourage you to trial each of the growth mindset cultivation tactics to determine which most potently remind you that your learning and performance improvement largely reflect the quality of your strategies and your sustained, focused effort at applying them. Working through these strategies

Table 3   Strategies to Cultivate and Sustain a Growth Mindset

Strategy	Explanation/Insights
1. Focus on development	Beyond playing to your strengths, also try to continually improve under-developed skills that are needed to accomplish your objectives — even though doing so often entails initial setbacks.
2. Get real	Try to surround yourself with people who challenge and inspire you to grow, not just "fans" focused on validating and celebrating your talent.
3. Realize that growth is possible	Neuroplasticity research reveals that throughout our lives new connections are formed within our brains as new skills are developed. Thus, it's never too late to acquire new abilities, knowledge, or skills.
4. Set learning goals	Create specific, challenging *learning goals* in the form: "*I want to learn how to…*"
5. Engage in deliberative practice	This involves many hours of highly focused study, training, and practice that provide a foundation for effective performance in virtually any domain.
6. Exert sustained effort	Rigorous research has revealed that many characteristics once believed to reflect innate talent are actually the result of intense practice conducted for at least 10 years. Especially when frustrated with your progress, remember that sustaining considerable effort in your deliberative practice is essential for realizing your potential at practically any task.
7. Run your own race	Constantly comparing yourself to others can be demoralizing! Instead, reflect briefly on what you may learn from them, though focus mostly on discerning and mindfully taking the most useful *next steps* along *your* personal skill development path.
8. Remember that errors can enable learning	Develop and post up "error management" mantras that you find compelling, such as: → *Errors are a natural part of the learning process!* → *Errors reveal what you are still able to learn!* → *The more errors you make, the more you can learn!*
9. Focus on what you can change	When you encounter setbacks, see them as reflecting a need for more effort and/or better strategies, rather than as indicating a lack of natural talent.
10. Explore what can be learned from setbacks	Ask yourself: → *What factors likely caused these results?* → *What different approaches might have led to better results?* → *What strategies might I apply next time?* Relish playing with options to develop your effectiveness.
11. Reflect on the potential costs	Think deeply about a specific time when a fixed mindset constrained you or someone you care about from realizing a valued aspiration. Realizing how a fixed mindset has held you or others back can provide a powerful impetus for adopting a more growth-oriented mindset.
12. Convince someone else	Think of someone you care about (e.g., a parent, child, friend, relative, or protégé) who holds a fixed mindset about his/her capacity to develop a particular skill. Write this person a letter to convince him or her that he or she can learn to develop it, drawing on a selection of the 11 insights above that resonate most with you, as well as personal stories about when you have doubted your ability to develop. Trying to persuade others is a powerful way to persuade ourselves!

with a (peer) coach, mentor, counselor, or support group may be particularly helpful for eliciting and sustaining your growth mindset.

Balance and Rebalance Your Career Goals

Managing unhelpful emotions and fostering a growth mindset can help you deal with and overcome a career shock or setback and continue to make progress toward your career goals. Other events are disruptive enough to cause you to rethink your career goals and priorities.

We suggest that having a fuller understanding of the range of possible, desirable career outcomes, as well as having a balanced and flexible approach to pursuing different career goals and outcomes, will make you more able to adapt to changing career circumstances over time. It is therefore important to think deeply about what you want and need from your career. Three fundamental, classic questions to ask yourself when pondering this topic are:

- What am I good at?
- What gives me joy?
- What does the world need?

Then (re)consider: What does it mean to have a successful career? How will I measure my career success? Of course people answer these fundamental questions in different ways, though some yardsticks people commonly use to assess their own career success include their levels of material well-being, status and influence, learning and growth, impact and legacy, life balance, as well as their balance among all of these career aspirations.

Material well-being
For many years, career success was considered to be virtually synonymous with one's salary and position. This makes intuitive sense, given the material comforts, opportunities, and security that money can provide for oneself and others. Religious or cultural concerns with seeming "too materialistic" can lead people to downplay their concern with their income and financial status, but as Zig Ziglar observed:

Folks who say they don't care about money will lie about other things too!

While a person's level of salary and wealth are routinely deemed as tantamount to career success, especially by those evaluating others' careers, people often consider a range of additional factors when evaluating their own career success. Depending upon a person's values, having plenty of money may or may not be necessary to experience career success, but it is rarely sufficient. For many people, at least some status and influence over other people, processes, or outcomes they care about is an inherent aspect of feeling successful in their career. In fact, above some threshold level, money may be more important as an indicator of status and influence than as a satisfier of material needs.

Status and influence
Career status was traditionally a function of the prestige of one's employing organization and/or profession, as well as position attained within an organizational hierarchy. Over the last few decades however, reductions in the layers of organizational hierarchies, increased rates of movement between roles, and growth in the speed with which new occupational roles, organizations, and even industries emerge has decreased the importance of traditional status markers of career status. Instead, career status and influence are progressively denoted more by income and indices of a person's attainments in the projects on which they work, as well as the influence they attain in the marketplace of ideas.

Employers routinely rate job candidates' status based on their contributions to leading or enabling noteworthy projects to be successfully completed. Social media has recently enabled the status and influence of aspiring thought leaders and entertainers to be readily gauged by the number of subscribers, downloads, followers, and retweets they attract. Since 2010, the Kahn Academy, an online, non-profit educational organization, has provided *badges* to test and represent user's online learning achievements. Mozilla, an open-source software community, launched Mozilla Open Badges in 2011 to allow people to document and display real-world skills and achievements earned from a broad range of different credible sources. These examples illustrate the ways status has become de-linked from traditional granters of prestige. Emerging markers of status may be more akin to how academic status has long being attained, as a function of the publication location and citation of an individual's scholarly work.

While elite status is often cherished, the price paid to attain it can be substantial. Indeed, the notion that success is merely a function of high salary and role status has been undermined by countless examples of them being insufficient to enable the experience of career success. The billionaire creator of Minecraft, Markus Persson, revealed in an August 2015 tweet that: "the problem with getting everything is you run out of reasons to keep trying, and human interaction becomes impossible due to imbalance." Beyond achievement, people often have other goals in their careers such as learning and growth, as well as mutually satisfying relationships.

Learning and growth
People vary in their *learning goal orientation*; that is, the extent to which they yearn for personal accomplishment, learning, and development in the workplace. Many people may not have the luxury to pursue personal or professional growth at work, either because of their limited access to developmental opportunities or because burdens such as low income, discrimination, and/or job insecurity create distracting levels of stress that undermine their resilience and well-being. However, roles in many areas — such as in the information technology, education, and healthcare sectors — typically have rates of change that may reward and even require role occupants to embrace the challenge of lifelong learning and growth. People may seek out these challenging roles as a career goal in itself and derive great satisfaction from the learning journeys they undertake, even if the learning process can be frustrating. However, even learning and growth goals can have downsides. For example, if your focus on learning and growth becomes so fervent that it undermines attention to the concerns and preferences of your employer, customers, clients, or audience, it can jeopardize the supply of funding and other resources (i.e., discretionary time) to pursue your learning aspirations, as well as other career and life goals.

Career impact and legacy

A person's *career impact* is the positive difference they have upon the lives of other people in the course of performing their work. These "others" could be peers, team members, employees, bosses, and internal service providers, as well as external stakeholders such as customers, clients, patients, or students. People's careers may also be motivated by a desire to have a positive impact on broader social problems, such as the creation of greater social equity, the honoring of basic human rights, the eradication of poverty, the reversal of global warming, and/or the reduction of seemingly intractable conflicts such as those in the Middle East.

People can be highly motivated by even brief, direct (e.g., face-to-face) expressions of appreciation by the beneficiaries of the work they have performed in roles as diverse as biomedical technology, fundraising, teaching, radiology, and banking, as well as working as a lifeguard or a soldier. For example, employees at Medtronic report being deeply invigorated by annual events in which they meet face-to-face with patients whose lives have been saved or improved by medical devices that they helped create.

Career legacy pertains to providing mentoring and other resources that help to build the capacity of others. People concerned with a career legacy may want to leave not just other individuals, but also their team, department, organization, country, society, or our biosphere at least a little better than they found it. When people complete the classic exercise of methodically writing the obituary they would like to have read about their life at their funeral, they are often surprised at the relative unimportance of the wealth, position, or other status they attained in their career, relative to the extent to which they want to be remembered for having, for instance, steadfastly cared about, supported, and developed other people.

Life balance

Genuine and sustainable career success is multi-faceted. It involves attending to each of the career outcomes you value, such as those noted above, as well as other life issues such as your physical health, cherished relationships, real-time happiness, and potentially spirituality. While maintaining life balance is often a high priority among those who first entered the workforce over the last decade, it can be an absolute imperative by those with child- or elder-care responsibilities: their resilience can be severely strained by insufficient access to high quality, accessible child- or elder-care, inflexible organizational policies, and expectations that they will be on-call and willing to work any hour of virtually every day. For further information about these life balance dynamics and how they can be addressed, see the papers in this special issue by Ellen Kossek on *Managing Work-Life Boundaries in the Digital Age*, and by Denise Rousseau and colleagues on *Negotiating Flexible and Fair Idiosyncratic Deals (I-Deals)*.

While making it through some episodes of life often entails at least temporarily downplaying some of these elements of success, doing so for an extended period of time can strain resilience to the point of burnout. The resultant sense of meaninglessness in work can exact a heavy toll in other life arenas such as health, relationships, and well-being. As Ralph Waldo Emerson observed, "*Money often costs too much!*"

Discerning and Balancing the Outcomes That Matter Most

The relative importance of different facets of career success tends to change across the course of careers. Research has revealed that among management students, income, and status tend to be paramount, while during the middle to later stages, the extent to which you are leaving a legacy by socializing and mentoring others to attain their career objective often comes to the fore. That said, people vary considerably in what they consider when evaluating their career success. Being engaged in leaving a legacy by mentoring others, for instance, is increasingly a concerted focus and point of pride even for people engaged at the initial stages of their careers.

Changes in the priority accorded to different career outcomes can be in response to circumstances and experiences along the way. For instance, realizing that wealth and status can be isolating may spur Minecraft founder Markus Persson on a quest to nurture relationships that he finds stimulating and fulfilling. People who find that managing others can be more stressful than they imagined may *decrease* the importance they place on having management responsibility and formal influence over others. Similarly, a sole focus on leaving a legacy may result in you being relatively short of material possessions and financial resources that may or may not stimulate an increased concern with how you can secure a higher and more stable source of income.

We suggest that a robust path to experiencing career success, as well as resilience to shocks that could divert you from that path, is likely to stem from discerning and attending to multiple career outcomes at any given point in time. For example, actively pursuing goals related to both financial success and life balance would likely mean that you have at least a few quality relationships and some financial security to be resilient and adaptable to the shock of being downsized. People who only pursue financial success may not have the relationships to help them cope well with being caught up in an unexpected downsizing and progress smoothly through their subsequent career transition into another, ideally even more suitable job. Likewise, an individual only pursuing life balance may not have the financial reserves to cover rent or mortgage payments long enough until they find a new, desirable job. Research by Howard Stevenson and Laura Nash shows that simultaneously pursuing a diverse range of career goals can enable a more sustainable and satisfying experience of career success.

In the next section we discuss behavioral strategies you can pursue to increase the social resources you have available to enhance your career resilience and adaptability.

BEHAVIORAL STRATEGIES

A number of behavioral strategies can help you become more resilient in your pursuit of your current career path, as well as more able to define and pursue a new path. Four of these are to (i) develop an effective relationship with your boss, (ii) undertake suitable training and development opportunities, (iii) seek job challenges and fit, and (iv) develop an effective career network. Guidance for applying each of these strategies is discussed next. Because these strategies take time to

implement, you would be well-served by routinely deploying them so that their benefits may be utilized when you encounter career shocks.

Develop an Effective Relationship with Your Boss

It will come as no surprise that your work life will be better — and shocks may be either less shocking or easier to deal with — if you have a good relationship with your boss. High quality leader-follower relationships are made up of mutual liking, loyalty, professional respect, and perceived contribution to the attainment of mutual goals. Such relationships need time and focus to develop, as they are built through positive cycles of reciprocal exchange and trust building. What may be less obvious is how important a good relationship with your immediate supervisor is to gaining access to the other resources and developmental opportunities that can help you maintain resilience and adaptability in your career. Well-regarded followers are offered more autonomy in their jobs and more opportunities to take on additional responsibility (i.e., job challenges, such as special projects). They are given more access to training and development activities, and are more likely to be suggested for promotions. Research by Raymond Sparrowe and Robert Liden has shown that leaders who have a high quality relationship with their subordinate are more likely to incorporate that subordinate into their own network of trusted relationships in the workplace, increasing their influence and effectiveness as future leaders. In the next section we explore in more detail the benefits of your network for your career, though given the importance of a good relationship with your boss, we first consider how you might go about building it.

Although perceived similarity in goals and values between the leader and the subordinate is often a basis for a high quality relationship, the best way to start a positive relationship cycle is often through establishing high expectations for performance and compatibility even before you begin the job. Research supports the truism that *first impressions matter*. A classic article by John Gabarro and John Kotter offers a set of strategies to build and maintain such an effective working relationship with your boss after the first impression is made. Like any professional relationship, this one can be managed by being sensitive to the environment in which your boss works and his or her strengths, weaknesses, and personal work style. Setting mutual goals that help fulfill your boss' objectives, while making the most effective use of his or her time, can also help to avoid problems of miscommunication and goal misalignment or conflict.

Understanding your boss' work style, including her or his preferred level of formality, expected frequency and basis of progress reporting (e.g., on a mostly *need to know* or *nice to know* basis), as well as least and most preferred modes of communication (e.g., text, email, voicemail, phone, drop-in, or scheduled appointment), can smooth interactions and stimulate liking and trust. Learning your boss's strengths while understanding how your own strengths can tactfully complement your boss's weaknesses can help ensure that your contributions will be valued and your work experience will engender your own growth, well-being, and progress in your career. Developing an effective relationship with your boss can also facilitate your access to and effective application of the next three behavioral strategies.

Undertake Suitable Training and Development Opportunities

Many organizations provide training and development opportunities. In the past, such opportunities were often viewed as largely a substitute for a raise, a consolation for a missed promotion opportunity, or as part of being "performance managed" or "counseled out." Resources allocated to training and development are increasingly carefully stewarded.

Participation in suitable training and development activities can have benefits beyond the skills acquired or the knowledge content of any workshop or course. Actively seeking out training opportunities can signal to higher level managers your own ability and willingness to learn new skills and adapt to new technologies, markets, or environments. In short, participation in training can show your immediate supervisor that you are promotable.

Training and development programs vary in their design and purpose. Some programs can help further embed you within the organization, connecting you with important managers and moving you closer to the core decision makers in the organization. If this is your purpose, look for training programs that involve interaction with higher level managers and focus on issues that are currently a central concern of the organization. You don't have to limit yourself to formal training opportunities. Volunteer participation in task forces focused on key organizational issues, committees, or communities of practice can also increase a broad range of skills, your knowledge of the focal issues, your political knowledge regarding key players and events that have shaped the culture of the organization, and your connections to important decision makers. The crucial point is that internal training can help you maintain career resilience in your current career path by providing you with skills and knowledge relevant to your current organization or occupation.

Other types of training and development activities can help you make a major change in your career trajectory. If this is your purpose, look for developmental activities that span organizational, industry, or occupational boundaries. Perhaps the most obvious example is pursuit of a higher degree at an academic institution, such as an MBA or specialized Masters Program in a topic of interest such as forensics, entrepreneurship, or education. Informal developmental activities can also connect you to opportunities outside your current employer. Professional societies, as well as volunteer and community organizations can build your awareness and visibility in a wider community, enabling you to form inspiring new relationships and formulate new career plans and goals. Both formal and informal training and development activities obtained externally can help you adapt to necessary changes in your career direction and increase your ability to weather the inevitable shocks you encounter.

Seek Job Challenges and Fit

Learning and growth is an important part of career resilience and adaptability, but not all learning need come from outside

of the job. Successful managers report that 70% of their learning comes from their own challenging experiences on the job. As Professors Susan Ashford and Scott DeRue have highlighted, however, experience is not simply time on the job and learning is not automatic or assured. It is the range of unique and qualitatively different types of relevant challenges faced in your job that promote learning and development, as well as how systematically you work to extract the lessons that challenging experiences potentially have to offer.

Cindy McCauley and her colleagues at the Center for Creative Leadership found that managers report the most development when they have faced unfamiliar responsibilities, higher levels of responsibility, the need to create change, managing across boundaries, the need to deal with existing or legacy employee problems, and the opportunity to constructively manage employee diversity. Our own research has found that seeking out work roles that provide challenge and responsibility is a strong way to promote your own development and future promotion potential. It is also a way to explore the range of options available for pursuing career goals and paths that may have previously been less salient or viewed as less possible. In short, seeking out the types of challenges that can enable you to attain your specific learning goals can build your capacity to attain ambitious career goals and to adapt to changing circumstances in your career.

Another way to make your career more resilient in the face of unplanned shocks is by job crafting, whereby you *turn the job you have into more of the job you want*. Professor Amy Wrzesniewski and her colleagues conceived of job crafting as involving redefining the tasks and responsibilities, relationships, or reframing the way you think about the purposes and impact of your job. You may be able to expand or reduce the range of tasks you perform so that you spend more time on tasks you find energizing and rewarding, as well as less on those you find draining or demoralizing. You could also change how tasks are performed to better fit your personality and strengths, such as having more (or less) face-to-face contact with others. Crafting relationships may help you respond to a negative political incident, for example, by devoting less time to a project that involves working with the person involved in the incident, as well as more on projects that involve working with people you find invigorating. Or, if an important mentor leaves the organization, you can seek out a new mentor or become a mentor to someone else.

Overall, the objective is to tailor your job so that it better reflects your own motives, strengths, and passions. An advantage of this approach is that it does not require changing jobs or organizations. Job crafting can also enable simultaneously pursuing several of your career goals and thereby lead to greater career satisfaction along multiple dimensions, as well as resilience in your career.

Develop an Effective Career Network

Developing an effective network can be one of the most potent sources of career resilience and adaptability. The ability to connect in meaningful ways with others builds resilience because it helps buffer people from the adverse effects of shocks. In our own research we have found that possession of a large professional network can make people psychologically resilient against many types of shocks; from an unexpected poor performance evaluation, to the experience of a negative political incident, all the way to the loss of one's job. Having a larger professional network allowed the professionals we studied to bounce back from these unexpected events and maintain a strong — sometimes stronger — sense of themselves as a professional.

The term 'networking' often has negative connotations. Ryan Hoover, 28-year old founder of one of Silicon Valley's most popular new product review and venture funding sites, explains: ''I hate the word networking because it feels cold and transactional. I blogged because I enjoyed it and I was learning. It happened to pay off with Product Hunt.'' While it is important to not stretch too far beyond your comfort zone, it is also worthwhile to mindfully attend to the different phases of social networking; namely; (i) building your network of contacts, (ii) maintaining those contacts you already have, and (iii) actually making effective use of those contacts when necessary.

The first point to understand about network building is that the phrase ''it's who you know, not what you know'' is a poor description of effective networking. It turns out that the single most effective way to build your network is to look for ways to give value to others as they pursue their tasks, projects, and career goals. Professor Adam Grant — a well-known researcher and himself a practitioner of networking — advocates emulating people like Ryan Hoover by ''giving with a purpose'' to build your network. Doing so involves giving your time, energy, and ideas to people and projects that you care about and that have a concrete impact. Although there are pure 'takers' who you must be wary of, for the most part, other-oriented giving is likely to lead to a large and strongly supportive network. Ryan Hoover agrees: ''The truth is, yes you do need to be really persistent sometimes (when seeking funding), but the better way of going about it is thinking super long term by building those relationships before you even have a product to sell. Also, thinking about helping people in some way. This can be as small as introducing them to someone to reading their blog post and sharing it.''

Although many people who consider themselves effective networkers focus their energy on meeting new people, we sometimes forget that it takes time and energy to maintain the network contacts we already have. It's hard to say exactly how long it takes for a professional relationship to dissolve or decay over time through neglect, but imagine getting a call from a colleague or teammate you worked with 5 years ago at a different organization who would now like you to provide him with a job recommendation. Would you respond positively? There are many simple ways to keep current with contacts you already have, from linking via social networking sites to occasional emails with news or articles that you know might interest the person. When possible, however, spending time face-to-face is often best for enabling relationships to flourish. One of the surprising findings from a study of social networking via technology is that the more time people spend using technology to talk to others virtually, the more time they subsequently spend traveling and meeting with others in face-to-face contexts. Of course this presents a problem. We all know people who

spend so much time building and maintaining their network that they have less time to do their own work and their performance suffers.

Sociologists who study social networks have a different way of thinking about this problem. They note that one of the key drivers of social relationships is *homophily*: the tendency of people to associate with others who are similar to themselves. This tendency is often rather subtle but potent. Most people tend to find it smoother to interact with people who have similar race, gender, socio-economic, and professional backgrounds, experiences, attitudes, and values to

themselves. This is often because they find the behavior of these similar others easier to predict and less threatening to their own world views and cherished identities. The downside of this ease of interaction is that we tend to interact and form relationships with people we already agree with on many dimensions. Thus, while these comfortable relationships can provide a solid basis for social support, they can also constrain our growth in knowledge, creativity, and adaptability because they limit the amount and types of new information, ideas, and social resources that are available to us. Thus, when sociologists think about effective

Table 4   Analyzing and Developing a Required Social Network

1. What is an important project or goal you'd like to achieve in your work or career in the next 12 months (e.g. developing a new product, service, program, competency, or class; changing a policy or procedure; acquiring a grant, conducting a research project, or publishing a paper)?

2. Complete the table below regarding who you will need to help you complete this project or attain this goal. This could be a specific person or role holder. In the column next to each type of contact, indicate whether you currently have an adequate relationship / tie to this person (Y) or not (N).

From whom do you need **technical information, expertise**, or **specialized skills** to achieve your goal?	Y/N	From whom do you need **financial, material, personnel,** or **other resources** to achieve your goal?	Y/N	From whom do you need **political support** (e.g. advocacy and approvals) to achieve your goal?	Y/N

3. What does this tell you about the adequacy of your social network to enable you to accomplish your project or goal?

4. What types of resources and help can you offer each of the people needed to complete your project, either to form, maintain, or enhance the relationship you already have with them?
   a. Position-related resources, such as
       → Career advancement opportunities
       → Visibility and public praise
       → Challenge and learning opportunities

   b. Task-related resources, such as:
       → Information and advice
       → Assistance and cooperation
       → Material resources

   c. Person-related resources, such as:
       → Acceptance and confirmation
       → Ownership and involvement
       → Gratitude

social networks, they focus less on the total number of people in your network and more on the makeup of the network: the types of diversity among the people who are part of the network. The key point is that people who are

---

Table 5   Strategies to Foster High-Quality Connections

Engage respectfully by:
- Being present — bringing your full attention to bear on the conversation you are having, in part by setting aside and ignoring your smartphone, tablet, or any other distractions
- Being affirming — trying to notice, highlight, and celebrate others' strengths and what they are proud of. A great time to do this is during introductions at team formation
- Communicating supportively — by expressing views, opinions, feedback, and aspirations in a suggestive and kind way that minimizes defensiveness.

Be task-enabling — try to understand and help people achieve *their* objectives by, for instance:
- Providing information or other resources that enable others to do their work more effectively

Offering flexibility about how and by when work is to be completed
- Helping people appreciate the significance of their work — that is, why it matters and how it could positively affect the lives of other people
- Advocating on others' behalf, to help ease their navigation of political processes.

Foster trust by:
- Sharing valuable information (without violating others' confidence, which would just show that you are untrustworthy)
- Self-disclosure regarding information that makes you vulnerable in some way, which can encourage others to reciprocate
- Using inclusive language, such as the word "we" and otherwise expressing a shared identity and purpose. Doing so helps people sense that your fates are intermingled
- Giving away control and responsibility, being reliable, keeping commitments, as well as soliciting and acting on input to the task at hand
- Avoiding, at all costs, destroying trust by deploying the following classic *trust torpedoes*:
  → Accusing others of having bad intent (i.e., lacking in integrity, dependability, or benevolence)
  → Demeaning others (i.e., by making comments or jokes that call into question their competence)
  → Frequently *checking up* on whether someone is performing as agreed
  → Punishing people when they do something that does not yield positive results.

Engage in play to do something together just for fun, with no particular outcomes in mind, such as:
- Taking a leisurely walk/sunshine break with someone for pure relaxation, without discussing work
- Organizing or attending a social function with someone such as a mixer, networking event, game, or trivial pursuit night
- Inviting folks to a party, festival, movie, fun park, gallery, bowling, or exercise opportunity (e.g., bush-walking or playing a sport that interests you both)
- Playing charades, chess, some other board game, or cards.

---

different from each other in some way — in terms of their race or gender, their functional or professional background and training, their department or level in the organization, their employer, or their occupation — tend to have new and unique sources of information and resources to share. Often the people who are different from you along one or more of these dimensions will be different from most of the other people already in your network. These are the people who add unique value to your whole network. Table 4 provides a guide for determining and systematically cultivating the social network you require to adaptively and successfully complete a forthcoming career challenge.

What this means for effective maintenance of your career network is that often the same amount of information, resources, and support can be gleaned from a network that is made up of far fewer people, leaving more time to attend more fully to those relationships. Some may feel that this is an awfully instrumental way to look at the social world, but it is a fact of work life that your time is limited and you are unlikely to be able to establish close ties with everyone you meet. To transcend the potential superficiality of 'being a networker' and establish close ties among those who you keep in your network, try to build what Professor Jane Dutton and colleagues describe as *high quality connections* (HQCs). These occur when people interact in a mutually energizing and rewarding manner. Experiencing a HQC boosts thriving, thereby increasing people's capacity to think and act in the moment. Research by Dutton has revealed the potential to create a positive spiral, whereby high quality relationships progressively increase how people feel about each other and their willingness to help each other. Table 5 outlines a range of strategies you can use to build HQCs.

Overall, career networks can be used to increase your resilience where you are currently working. They can also help you adapt to substantially new career circumstances, such as a new job or a new employer. If your purpose is to be less vulnerable to shocks that occur in your work life, the focus of your networking should probably be within your own organization. Developing a set of close relationships with those in your immediate work group or area of specialization is likely to provide the greatest degree of psychological and social support, allowing you to maintain your task focus and bounce back from unexpected and unplanned events. The fact that the people in this close network also know each other should allow them more relevant advice and support, when needed. On the other hand, if you wish to adapt to new circumstances and new challenges, then a social network with greater range and diversity may be better. Networks that span departmental, organizational, or occupational boundaries are likely to be the most useful.

CONCLUSION

Our intention has been to help build your awareness of the range and types of career shocks that might affect your career path, as well as your preparedness to respond to them effectively. You may be fortunate to experience positive shocks, such as a fast-track promotion, an extremely helpful new mentor, or an unexpected job offer that fits your career

goals. Enjoy those moments, though be careful to not let such positive events trap you into a career direction at the expense of giving up other valued career and/or life goals.

Most people will experience at least one negative career shock during their working life. When this happens, manage your emotions effectively and carefully consider whether you can, and wish to, continue on your current career path, or whether it is best to change direction. If new skills are required, ensure that a fixed mindset is not holding you back from developing them. We encourage you to think about and routinely balance your goals, based on the career and life outcomes that are *most* important to you *at the time*. Perhaps it is time to pursue a new role or craft your work role in a manner that provides more financial security, more life balance, more learning and growth, or more of a legacy. You may deem each of these career outcomes as paramount at different stages of your career. Once you decide, then plan how you will balance and achieve your various goals, while also applying the psychological strategies that can support your adaptability and help you to weather the career shocks you experience.

We also encourage you to engage in the behavioral strategies of building a quality relationship with your boss, seeking training and development, seeking relevant job challenges, as well as building and maintaining an effective career network. Doing so can help you accumulate skills, knowledge, information, and opportunities to achieve your career goals, provide you with the psychological and social support that fosters resilience, and enhance your adaptability in the event that you experience a negative career shock. Having updated skills and a good network internal to the organization or occupation can enable you to be resilient within your current career, being willing and able to learn new skills, and have contacts with people outside your organization or even occupation to help you be adaptable and more quickly enter new roles and occupations. But don't wait until a career shock happens to seriously consider and indeed implement the strategies we have outlined. Building career resilience and adaptability is valuable no matter what career outcomes you are pursuing or how successful you have been thus far in achieving them.

SELECTED BIBLIOGRAPHY

For further details about the nature and implications of career shocks, see Scott E. Seibert, Maria L. Kraimer, Brooks C. Holtom, and Abbie J. Pierotti, ''The Best Laid Plans Sometimes Go Askew: Career Self-Management Process, Career Shocks, and the Decision to Pursue Graduate Education,'' *Journal of Applied Psychology*, 2013, 98, 169—182.

A scholarly review of different types of career goals and criteria for evaluating one's career success is provided by Peter A. Heslin in ''Conceptualizing and Evaluating Career Success,'' *Journal of Organizational Behavior*, 2005, 26(2), 113—136. Related practical implications are outlined in Heslin's paper on ''Experiencing Career Success,'' *Organizational Dynamics*, 2005, 34(4), 376—390. Laura Nash and Howard Stevenson's research on the sustainability benefits of actively pursuing diverse career objectives is reviewed in ''Success that Lasts,'' *Harvard Business Review*, 2004, Feb, 102—109.

Further details of acceptance commitment therapy theory, research, and applications are outlined by Steven C. Hayes, Kirk D. Strosahl, and Kelly G. Wilson, *Acceptance and commitment therapy: The process and practice of mindful change* (Oakland, CA, Guilford Press, 2011). Research related to the potential role of mindsets in how people respond to workplace challenges, as well as how growth mindsets may be cultivated, is outlined by Peter A. Heslin and Lauren A. Keating in ''Stuck in the Muck? The Role of Mindsets in Self-Regulation When Stymied During Job Search,'' *Journal of Employment Counseling*, in press; and also Lauren A. Keating and Peter A. Heslin in ''The Potential Role of Mindsets in Unleashing Employee Engagement,'' *Human Resource Management Review*, 2015, 25, 329—341.

For more on how to mindfully reflect upon and learn from your experiences, see Susan J. Ashford and D. Scott DeRue, ''Developing as a Leader: The Power of Mindful Engage-

ment,'' *Organizational Dynamics*, 2012, 41(2), 146—154. Additional examples of how people can be invigorated by face-to-face expressions of appreciation for their work are outlined by Adam M. Grant in ''How Customers Can Rally Your Troops,'' *Harvard Business Review*, 2011, 89(6), 96—103. Those interested in strategies for building effective relationships with your boss may consult John J. Gabarro & John P. Kotter, ''Managing Your Boss,'' *Harvard Business Review*, 2005, June, 1—10.

Research on how social networks enable career success is outlined in Scott E. Seibert, Maria L. Kraimer, & Robert C. Liden, ''A Social Capital Theory of Career Success'' *Academy of Management Journal*, 2001, 44, 219—237. Also see Raymond T. Sparrowe & Robert C. Liden, ''Two Routes to Influence: Integrating Leader-member Exchange and Social Network Perspectives,'' *Administrative Science Quarterly*, 2005, 50(4), 505—535. Further details about the nature of quality relationships and how to build them is outlined by Jane E. Dutton, Emily D. Heaphy, ''The power of high-quality connections at work,'' in Kim Cameron, Jane E. Dutton, & Robert E. Quinn (Eds.), *Positive Organizational Scholarship*, pp. 263—278, San Francisco, CA: Berrett-Koehler. See also Adam M. Grant, *Give and Take: Why Helping Others Drives Our Success*, New York, Viking Press.

The relationship between developmental job challenges, leadership, and career outcomes has been illuminated in research by Scott E. Seibert, Leisa D. Sargent, Maria L. Kraimer, & Kohyar Kiazad, ''Linking Developmental Experiences to Leader Effectiveness and Promotability: The Mediating Role of Leadership Self-efficacy and Mentor Network,'' *Personnel Psychology*, in press. For more on the nature and possibilities of job crafting, see Amy Wrzesniewski, Justin M. Berg, & Jane E. Dutton, ''Turn the Job You Have into the Job You Want.'' *Harvard Business Review*, 2010, June, 114—117.

Scott E. Seibert is a Professor and Henry B. Tippie Research Fellow in the Tippie College of Business at the University of Iowa. He received his Ph.D. from the New York State School of Industrial and Labor Relations at Cornell University. His research and teaching focuses on leadership and personal development, employee empowerment, and career success (University of Iowa, United States. email: scott-seibert@uiowa.edu)

Maria L. Kraimer is a Professor and the Leonard A. Hadley Chair in Leadership in the Tippie College of Business at the University of Iowa. She is also the Director of the PhD program. Her research and teaching focus on understanding the challenges and consequences of working globally, managing career success, and the changing employee-employer relationship (University of Iowa, United States. email: maria-kraimer@uiowa.edu).

Peter A. Heslin is an Associate Professor of Management at the UNSW Australia Business School, as well as an Academic Fellow of PCI Media Impact and Warrane College. In 2014—15 he served as the Chair of the Academy of Management's Careers Division. He lives his passion for discovering and sharing useful ideas through his research, teaching, and consulting focused on the role of mindsets and other self-regulatory dynamics in career success, employee engagement, and leadership development (UNSW, Australia. email: heslin@unsw.edu.au)