

# CALL FOR PAPERS

People + Strategy Journal 41.1 (Winter 2018)

## Maximizing Potential in the Workplace

Guest Editors: Allan Church, Ph.D. and Jay Conger, Ph.D.; Executive Editor: Marc Sokol, Ph.D.; Managing Editor: Mary Barnes

### Theme of the Upcoming Issue

Assessment and development of potential continues to be a key priority of almost all organizations. Early identification of potential is nearly an industry in itself. Those designated as having high potential receive even greater attention, although what that means can vary widely across organizations and executives. As business models transform, and as careers and the very design of work evolves, we need to also understand where and how the application of potential assessment and development is also changing.

### Topics to Consider

This issue of *People + Strategy* will showcase research, practice, and experience from those at the front lines of assessing and developing potential in others. Every company has some stake in knowing who has potential and, just as important, clarifying potential for what. We invite authors to submit overviews of feature articles or case studies including, but not limited to the following:

- When does potential matter most (which might focus on the role fit discussion, or succession vs. early identification)
- Nature vs. nurture: Can we really coach and develop potential?
- Are high-potential women different?
- Critical factors for managing your career potential
- Potential vs. performance (and the practice of nine-box assessments)
- Is the idea of a high-potential senior executive an oxymoron?
- When is potential ever realized if ever?
- How do boards weigh potential vs. performance in making succession choices?
- When high potentials undermine the effectiveness of the business and what to do about it

We are looking for articles that have the following attributes:

**Strategic importance:** Have a link to business decisions and do not rehash well-known information; should be the type of article an HR partner might pass on to business leaders to educate them about a concept, provide the basis for a decision or influence their thinking.

**Impact:** Have a “so what” for the HR executive as well as a business leader, for example, does not just present research findings but also discusses applications and impact.

**Actionable:** Focus on solutions, not just descriptions of issues.

**Grounded:** Based on research, theory (with examples), or proven practice to provide a “proof of concept,” not just armchair observations; provides frameworks that can be applied in a variety of situations.

**Point of view:** Make a case for thinking about a topic differently.

**Readable:** Non-academic prose; uses active verbs and minimal jargon.

### Our Audience

The typical reader of *People + Strategy* is an internal human resource executive or consultant seeking actionable and practical advice based in sound evidence. Our reader wants to be challenged by new practices, approaches, and models. Our readers are experienced, knowledgeable and work in and for a variety of organizations across the globe. They turn to *People + Strategy* for clear, actionable, and thought-provoking articles on current topics.

### Types of Submissions

Articles can take a number of forms, including frameworks for understanding and taking action on a topic, presentation of research findings with interpretation, case studies illustrating best practices or essays advocating new ways of thinking about an issue. Articles from consultants are especially interesting when they are written collaboratively with practitioners from a client company.

### Submission Process

We encourage submissions of one-page proposals and article ideas first to the editors prior to submitting the completed article. All proposals will be reviewed by the editors and returned to the authors with comments and recommendations. If accepted, we will then guide you on the development of your article. Final submissions will be reviewed by members of the journal’s editorial review board. Criteria for evaluation include significance of contribution to the field of human resource management; usefulness of knowledge; timeliness of content; originality; provocative nature of content; quality of the data supporting the points; logical; and well-written. The reviewers’ comments will be sent to authors.

### Writing Style and Guidelines

Articles should range from 2,500 to 3,500 words. Perspectives articles range from 500 to 700 words. See examples of articles published in the journal under Quick Links” at <http://www.hrps.org/PSJ>.

### Time Table and Submission Information

All proposals should be sent to [editor@hrps.org](mailto:editor@hrps.org). Please designate in your subject line that the submission is for the winter 2018 issue: Maximizing Potential in the Workplace. Please indicate if your article is based on any prior publication or is also currently submitted to another publication for consideration.

**Aug. 14, 2017: Proposals due.** Submit a one-page overview of article concept and author’s bio.

**Aug. 21, 2017: Feedback provided.** We will provide feedback and direction on your concept.

**Sept. 7, 2017: Articles due.** Submit a well-written draft ready to be edited.

**Sept. 14, 2017: Feedback provided.** We will indicate if the article is accepted, and, if so, what revisions are needed. If your article is accepted, we will work closely with you to shape and revise it to meet the final submission deadline.

**Oct. 14, 2017: Final articles due.** All articles are due in final edited form.

### Review Process

Contributions will be reviewed by a committee, and each paper will get at least two independent reviews, based on criteria including relevance, clarity, soundness and power of the arguments, generality of results/claims, and novelty. Papers will be accepted based on this criteria and space availability. Accepted papers will be published in the winter 2018 issue of *People + Strategy*.

### Copyright Policy

HR People + Strategy retains the copyright to all material published in the *People + Strategy* journal.

PEOPLE +  
STRATEGY

**SIRM** EXECUTIVE NETWORK  
HR PEOPLE + STRATEGY