

Call for Papers for a Special Issue of the
Journal of Managerial Psychology:
“Facilitating age diversity in organizations”

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The ongoing demographic changes that take place in many industrialized countries create unique challenges for the management of working organizations. In particular, an constantly aging workforce and a declining number of young potentials require adaptations in many Human Resource Management strategies (e.g., recruiting, staffing, leadership, career development, incentive programs). In addition to age-related differences in physical and cognitive capacities, age-related changes in job-related attitudes and work experiences have to be considered as well. Moreover, growing age diversity in teams and in leader-follower interactions is an important determinant of the success of work organizations, and need to be more carefully studied. Notably, the current demographic changes do not only create challenges, for both management and employees, but might also offer new opportunities due to a higher diversity of skills and increase in multiple perspectives at work. On the other hand, employees have to be motivated throughout their career to utilize all their capabilities, to compensate for lacking skills, and to initiate learning processes. Therefore, management in working organizations needs to know more about age-related differences in order to adapt their HRM strategies in an effective and sustainable way.

Although research activities on older workers, and on generational differences at work, have increased over the past years (e.g., Issues 4 and 8 of Volume 23 of the *Journal of Managerial Psychology*), many questions are still open given the fact that in most empirical studies so far age has been merely treated as a control variable. Moreover, the described demographic changes are happening *right now*, and thus require constantly updated research approaches, as well as fast proposals how to convert research findings into HRM strategies.

The objective of this special issue is to provide a platform for new research on age (and aging) effects at work, and the impact of HR strategies on individual and small group behaviour. In addition, the use of different methods and research designs are appropriate (e.g., experimental and non-experimental). Both empirical and conceptual contributions are welcome. Possible topic areas include, but are not limited to:

- Age differences in job-related capacities, attitudes, and/or experiences at work.
- Challenges and/or benefits of age diversity in teams and working organizations.
- Potential strengths and performance gains of older workers.
- Conceptual papers modelling or discussing age-related changes at work considering different levels of analysis (individual, team, organization, and society).
- Mediating and/or moderating mechanisms of age effects (e.g., future work time perspective, perceived self-efficacy, etc.) on organizational outcome variables.
- Age research using hybrid designs (e.g., multi-group, cross-lagged panel designs) aimed at differentiating between age, period, and cohort effects.
- Specific HRM strategies and interventions (e.g., task design, team staffing, training, etc.) designed to facilitate age diversity, decreased stress levels, and employee wellbeing in organizations.
- Age stereotypes and (prevention of) age discrimination.
- Development and validation of training programs that facilitate age diversity in working organizations.
- Cross-cultural differences in age-related research and outcomes.
- General pros and cons of age-specific management strategies.

Viable papers specify clear links between process and outcome variables, and provide guidelines and suggestions both for practitioners and for researchers.

The deadline for first submissions is **June 1st, 2011**. Please submit manuscripts via e-mail attachment to Kay Wilkinson, Editorial Administrator for the *Journal of Managerial Psychology*, at kwilkinson@emeraldinsight.com together with a brief note that the manuscript is submitted to the special issue on "Facilitating Age Diversity in Organizations."

Manuscripts are expected to follow the JMP submission guidelines. Please make sure that all manuscripts are 6,000 words of text or less (not counting references, tables, etc.), and the title is no more than 8 words.

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This special issue is open and competitive. Submitted papers will undergo the normal rigorous, double-blind review process to ensure relevance and quality. Thus, all manuscripts will be subject to double-blind peer-reviews. Interested authors are encouraged to send a short exposé via e-mail to the first guest editor to facilitate a timely planning of the special issue: ghertel@uni-muenster.de.

Of course, any other questions about the special issue may be addressed by contacting the guest editors via ghertel@uni-muenster.de.