

PMI Sponsored Research Grant – PERIODIC STATUS REPORT

Project Name:	Beyond boundaryless careers		
Principle Investigator:	Martina Huemann, WU Vienna	Project Duration:	20 months
Prepared By:	Martina Huemann	Report Number:	4
Project Liaison:	Jonas Söderlund	Report Date:	5. January 2018

- 1. ACCOMPLISHMENTS DURING PAST REPORTING PERIOD** - If this is your first report, use your original proposal - appended to the Research Agreement - as the baseline for assessing and reporting on project scope and schedule. Thereafter, list your accomplishments since the last Periodic Status Report, and always refer back to the baseline. Be specific in your description (e.g. literature review completed, first draft of questionnaire completed, pilot tested questionnaire, conducted three focus groups, # of first round interviews completed, etc.).

1	Beyond boundaryless careers	
1.1	Project Management	
1.1.1	<i>M: Project started</i>	Done
1.1.2	Project start	Done
1.1.3	Project coordination	Ongoing
1.1.4	Project marketing	Ongoing
1.1.5	Project controlling	Ongoing
1.1.6	Project close-down	
1.1.7	<i>M: Project approved</i>	
1.2	Planning	
1.2.1	Perform research workshop 1	Done
1.2.2	Plan systematic literature review (SLR)	Done
1.2.3	Plan interviews	Done
1.2.4	Plan transcription & translation	Done
1.2.5	Plan and prepare coding templates	Done
1.2.6	Plan analysis	Done
1.2.7	Plan publications and presentations	Done
1.2.8	<i>M: Planning finished</i>	<i>Done</i>
1.3	Literature review	
1.3.1	Perform SLR	Done
1.3.2	Analyze and validate data, download papers	Done
added	Additional search and analysis	Ongoing
1.3.3	Documentation SLR	Ongoing
1.3.4	Prepare first set questions	Done
1.3.5	Develop first start codes	Done
1.3.6	Perform Research Workshop 2 (skype meeting)	Done
1.3.7	<i>M: Literature review finished</i>	

1.4	Perform interviews phase 1	
1.4.1	Plan and prepare interviews phase 1	Done
1.4.2	Acquisition of interview partner	Ongoing
1.4.3	Perform pilot interviews (with whole team)	Done
1.4.4	Evaluate and adapt interview structure	Done
1.4.5	Perform further interviews phase 1	Ongoing
1.4.6	Documentation interview results	Ongoing
1.4.7	Perform research workshop 3 (skype meeting)	Done
1.4.8	<i>M: Interview phase 1 performed</i>	
1.5	Transcribe and analyze interview data phase 1	
1.5.1	Plan transcription	Done
1.5.2	Transcribe interview data phase 1	Ongoing
1.5.3	Analyse interview data phase 1	Ongoing
1.5.4	Perform research workshop 4	Open
1.5.5	Prepare and perform focus group workshop 1	Done
1.5.6	Further develop propositions/models and documentation	Ongoing
1.5.7	<i>M: First focus group workshop performed</i>	Done
1.6	Perform interviews and analyze interview data phase 2	
1.6.1	Plan and prepare interviews phase 2	Done
1.6.2	Perform interviews phase 2	Ongoing
1.6.3	Transcribe interview data phase 2	Ongoing
1.6.4	Analyse interview data phase 2	
1.6.5	Perform research workshop 5	
1.6.6	Further develop propositions/models and documentation	
1.6.7	<i>M: Interview phase 2 performed</i>	
1.7	Validate concepts/model	
1.7.1	Plan and prepare focus group workshops	
1.7.2	Perform focus group workshop 2	
1.7.3	Perform research workshop 6	
1.7.4	Further develop propositions/models and documentation	
1.7.5	Perform focus group workshop 3	
1.7.6	Documentation of focus group workshop results	
1.7.7	Perform research workshop 7	
1.7.8	<i>M: concepts/models validated</i>	
1.8	Publishing and dissemination	
1.8.1	Conference paper/presentation 1 (IRNOP 2017)	Done
1.8.2	Conference paper/presentation 2 (HRM network conference)	Done
1.8.3	Conference paper/presentation 3	
1.8.4	Paper HRM Journal	
1.8.5	Paper PMJ	
1.8.6	Plan, prepare Webinar	
1.8.7	Prepare final report	
1.8.8	<i>M: Final report submitted</i>	

1.1. Project management

The project start was performed in the research workshop on 25 January 2017 in Vienna. In this workshop, we performed the planning. We decided to create a folder as project marketing activity to be better able to attract project managers for the interviews. During this workshop, we further developed the initial project management plans.

For communicating with our interview partners and other persons interested we prepared a one pager flyer and had a logo designed for the research project. Below our new logo



1.2 Planning

On 25. January 2017 the first research workshop took place, with the objective to plan the overall project. We planned the systematic literature research (SLR) and defined the key words, timeframe as well as journals for the research. Further we discussed important publications that are important for the search. Further we discussed how the outcome of the SLR is structured and how we define working proposition as one outcome.

We planned the interview process and the way how we will document the interview results. We decided that whenever possible, to do all interviews in pairs in order to secure a high quality. The interviews will be recorded as well as one researcher will take notes. All interviews will be transcribed. We will use cards for the constellation during the interview. We planned conference presentations as well as publications were discussed.

1.3 Literature review

A first literature review was performed. In the key word search we identified 103 papers as relevant. The abstracts were screened and a first coding template developed. We performed a skype meeting (6. April 2017), in order to discuss the results of the literature search. Within this meeting it became clear that we need to be more holistic within the literature search. We decided to adapt the key word search and perform an additional search in order to increase the quality of the literature search. Due to this reason, the finish of the literature research is now planned for end of August 2017.

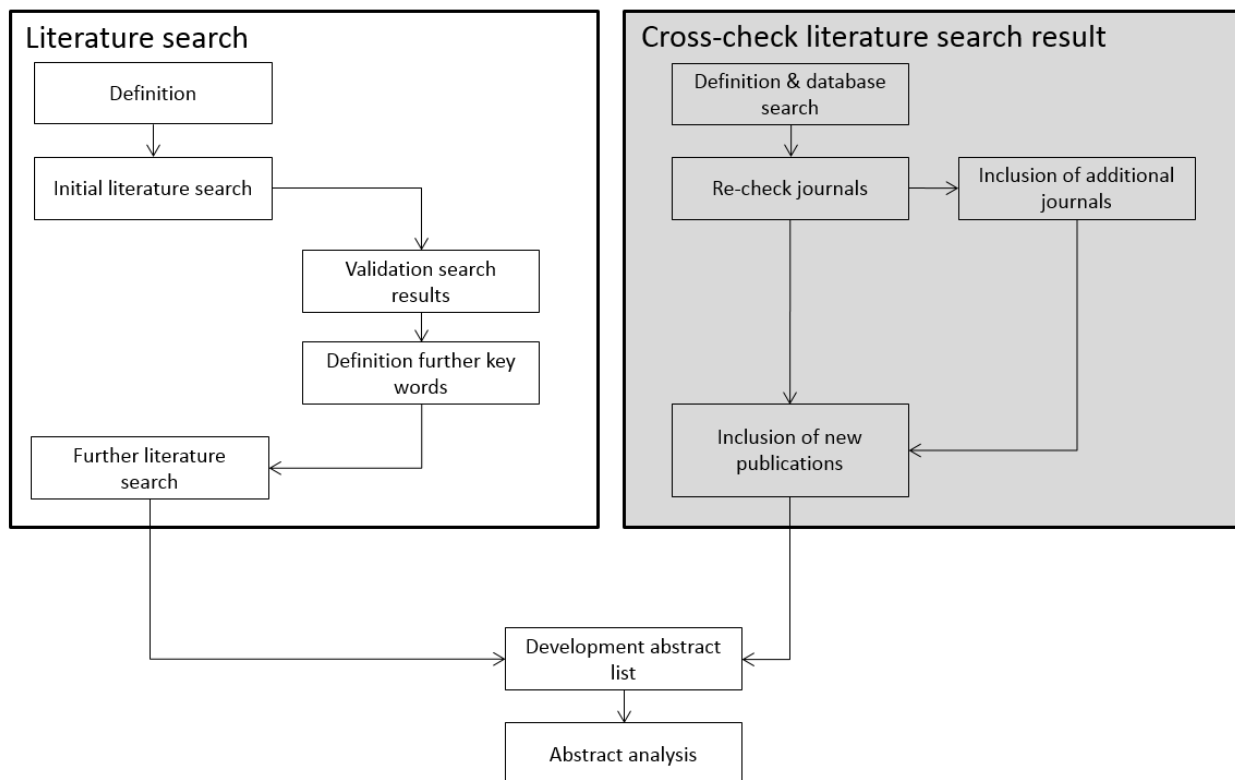
In summer 2017 we finished the literature review. Based on result of the first key word search we performed a second round of the literature review using more specific key word combinations. In detail, we used the following key words: Liminality & temporary

organis(z)ation; Boundaryless & temporary organis(z)ation; Protean & temporary organis(z)ation; Career & temporary organis(z)ation.

We identified additional 90 publications within the journals that we considered in our definition phase, which were not identified within the first search.

After the second round, we performed another skype meeting to discuss the results. For quality reasons, we decided to do another cross-check results. For this we excluded the journals from the database search and used the whole database (EBSCO, ProQuest) for another key word search. After the key word search we performed the cross-check. We analyzed the journals that came out in the cross-check and ask us the question if we missed relevant publications and if yes we included it in our general literature search. We included the “Journal of Business Ethics” as one result of the cross-check. This third search round increased the quality of the whole literature search.

Overall, we identified **192** relevant papers (102 from the first and second search and 90 from the third search). The figure below shows the whole literature search process.



We performed an abstract analysis and clustered the papers in yes / maybe / no. This was done by one researcher. In the first round we identified 25 important papers (yes), 34 maybe and excluded 133 papers (no). The clustering was re-checked in a second round by two researchers

independently, where the focus was on the maybe papers. We ended up with **41** (yes-) papers. In a next step will analyse these papers in detail.

1.4. Perform interview phase 1

We performed a skype meeting (26. April 2017), to discuss the interview process and method. We performed a first “test” interview on 28. April 2017, to test the interview process and questions. Based on this “test” interview an interview guide was developed. On 22 and 23 May 2017 we performed 6 pilot interviews by the research team in Vienna. The pilot interviews represent a first set of interviews with project professionals from different project types and companies. We used these pilot interviews to finalize the interview process, the interview guide as well as test different technical sources to record the interviews. The pilot interviews were done by the entire research team to learn, improve and prepare for the next interviews. Further interviews were performed on 30. May 2017 and in fall 2017. The acquisition of the interview partner is in good progress.

Currently we have performed 21 interviews, mainly careers on internal and IT projects. 15 further interviews are agreed for the period between January and April 2018. However, we need to continue with the acquisition of interview partners, that represent careers on large projects (infrastructure). In total we will perform 60 interviews with project professionals.

1.5 Transcribe and analyse interview data

We transcribed 17 interviews (3 in English, 14 in German). 12 interview transcriptions in German were translated into English.

A first focus group workshop was performed on 20. November 2017 in Munich during the NETLIPSE meeting. The objective of the workshop was to collect information on hindering factors and supporting factors of project careers in the context of infrastructure projects (in transportation, roads, bridges, tunnels, railway, airports, harbors). By that we were moving into careers on infrastructure projects. In total 11 practitioners participated in the focus group workshop, which helps us to better understand this specific project type (as an arena for project careers).

1.8 Publishing and Dissemination

One conference presentation was planned in 2017. We submitted a first paper for the IRNOP conference in Boston. The IRNOP paper was accepted for presentation at the conference in Boston and was successfully presented.

We submitted an abstract for the HRM network conference. It was presented at the HRM network conference and received a lot of attention and positive feedback.

Together with Robert DeFillippi, we proposed the symposium “Beyond Boundaryless Careers to Careers on Projects” at the EURAM 2018 conference. It was accepted.

2. STATUS OF OVERDUE TASKS - Planned Action and Impact of Delay (Consult the timeline in original proposal or most recent Status Report to identify tasks that are off-schedule. List the task(s), the reason for the delay, the action planned to complete the tasks, and expected date of completion).

During the first round of the literature search we realized that we need to adapt the key words and do a second round. We increased the work load as we are aiming for a high ranked journal to publish our SLR. **The new plan date for finishing the systematic literature search is February 2018.**

During the first interviews phase, we realized that negotiations with interview partners and interviews scheduling takes longer than expected. We have the agreement from different companies to cooperate within this research project and give us the possibility to interview experienced project manager but the process to agree on interview dates and time takes longer than expected. During the summer break, it was not possible to perform interviews. **Due to this reason, the performance of the interviews takes longer and needs to be extended until April 2018.**

The transcriptions of the interviews will take longer because we realized that interview partners prefer to perform the interview in their mother language, which is German, as currently the interviewing activities mainly take place in Vienna. This increases the workload as we need to translate the results from German into English.

We have started with the analysis of some interviews and see some challenges in the different project sizes/contexts, which will need some more ground work, which will be done outside this project, but the results will be partly used in this project.

Task	Reason	Action Plan	Expected Completion Date
1.3. Literature search	During analysis we realized that we need a second search round	We started a more comprehensive search.	February 2018
1.4. Perform interview phase 1	Interviews scheduling takes longer than expected	Agreement of different companies, intensive contact with PMOs. After 30 interviews we will close this phase. Interview phase 1 and 2 will overlap	30. April 2018
1.5 Transcribe and analyse interview data phase 1	Delay due to delayed interviews	extend time period overlap with phase	30.June 2018 (together with phase 2)

	and extended workload because of language issue		

3. ISSUES, PROBLEMS, REQUESTS AND/OR QUESTIONS - List specific problems that have emerged, their impact on the viability of the project, and actions planned to put the project back on track. If serious problems that threaten the completion of the project arise between Status Reports, contact your Project Liaison immediately.

We have no problems or requests. **Despite some overdue tasks, the project is still in good shape.**

Issue, Problem, Request and/or Question	Risk (H, M, L)	Action Plan

4. PLAN FOR UPCOMING REPORTING PERIOD - Description of Planned Significant Activities. List the specific tasks you expect to complete during the next report period. This list will be used to assess Accomplishments (see #1 above) in the next report.

1.3	Literature review	
1.3.1	Perform SLR	Done
1.3.2	Analyze and validate data, download papers	Done
added	Additional search and analysis	Ongoing
1.3.3	Documentation SLR	Ongoing
1.3.4	Prepare first set questions	Done
1.3.5	Develop first start codes	Done
1.3.6	Perform research workshop2 (skype meeting)	Done
1.3.7	<i>M: Literature review finished</i>	
1.4	Perform interviews phase 1	
1.4.1	Plan and prepare interviews phase 1	Done
1.4.2	Acquisition of interview partners	Ongoing
1.4.3	Perform pilot interviews (with whole team)	Done
1.4.4	Evaluate and adapt interview structure	Done
1.4.5	Perform further interviews phase 1	Ongoing
1.4.6	Documentation interview results	Ongoing
1.4.7	Perform research workshop 3 (skype meeting)	Done
1.4.8	<i>M: Interview phase 1 performed</i>	
1.5	Transcribe and analyze interview data phase 1	
1.5.1	Plan transcription	Done
1.5.2	Transcribe interview data phase 1	Ongoing

1.5.3	Analyse interview data phase 1	Ongoing
1.5.4	Perform research workshop 4	Open
1.5.5	Prepare and perform focus group workshop 1	Done
1.5.6	Further develop propositions/models and documentation	Ongoing
1.5.7	<i>M: First focus group workshop performed</i>	Done
1.6	Perform interviews and analyze interview data phase 2	
1.6.1	Plan and prepare interviews phase 2	ongoing
1.6.2	Perform interviews phase 2	ongoing
1.6.3	Transcribe interview data phase 2	ongoing
1.6.4	Analyze interview data phase 2	ongoing
1.6.5	Perform research workshop 5	
1.6.6	Further develop propositions/models and documentation	
1.6.7	<i>M: Interview phase 2 performed</i>	
1.7	Validate concepts/model	
1.7.1	Plan and prepare focus group workshops	ongoing
1.7.2	Perform focus group workshop 2	
1.7.3	Perform research workshop 6	
1.7.4	Further develop propositions/models and documentation	
1.7.5	Perform focus group workshop 3	
1.7.6	Documentation of focus group workshop results	
1.7.7	Perform research workshop 7	
1.7.8	<i>M: concepts/models validated</i>	
1.8	Publishing and dissemination	
1.8.1	Conference paper/presentation 1 (IRNOP 2017)	Done
1.8.2	Conference paper/presentation 2 (HRM Network conference)	Done
1.8.3	Conference paper/presentation 3 (Symposium at EURAM 2018)	Ongoing
1.8.4	Paper HRM Journal	
1.8.5	Paper PMJ	
1.8.6	Plan, prepare Webinar	
1.8.7	Prepare final report	
1.8.8	<i>M: Final report submitted</i>	

1.3. Literature review

The additional search is finished. From the employability literature the starting codes have been derived. In the next period we will finish analysing the results of our SLR by 15. February 2018.

1.4. Perform interviews phase 1

We will perform interviews. We will not strictly differentiate between interview phase 1 and 2, but we will consider interview phase 1 completed, when we have done 30 interviews, which we estimate to be in March/April 2018.

1.5 Transcribe and analyse interview data phase 1

Interviewing, transcribing and analysing of the interviews are the major task in the upcoming months. The research workshop 4 will be conducted on 23. January 2018 in Vienna.

1.6. Perform interviews and analyse interview data phase 2

In an ongoing process we will perform the interviews from phase 2 as well as transcribe and analyse them. Interviews of phase 1 and 2 should be analysed by 30. June 2018.

1.7. Validate concepts/models

In the upcoming research workshop in January 2018 we will engage in the analysis of the exiting interviews and we will plan phase 1.7.

1.8 Publishing and dissemination

Together with Robert DeFillippi, Anne Keegan and Martina Huemann will perform the symposium "Beyond Boundaryless Careers to Careers on Projects" at the EURAM 2018 conference.

5. OVERALL STATUS ASSESSMENT - Completed and Planned Milestones

		Planned Finish	Actual/Revised Finish Date
1.1.1	Project started	1.1.2017	1.1.2017
1.2.8	Planning finished	1.3.2017	16.02.2017
1.3.7	Literature review finished	30.4.2017	15.02.2017
1.4.8	Interview phase 1 performed	30.9.2017	30.04.2018
1.5.7	First focus group workshop performed	30.01.2018	21.11.2017
1.6.7	Interview phase 2 performed	30.06.2018	
1.7.8	Concept/models validated	31.07.2018	
1.8.8	Final report submitted	15.08.2018	
1.8.8	Project approved	30.09.2018	

6. DISSEMINATION OF RESEARCH – Report on how research is or has been disseminated (i.e. conference presentation, journal publication)

So far, we planned one conference presentation in 2017. We submitted a first paper for the IRNOP conference in Boston. A submission for the HRM network conference is planned.

The IRNOP paper was accepted for presentation at the conference in Boston
We submitted an abstract for the HRM network conference.

Our abstract was accepted at the HRM network conference. We will hand in a full paper and present first research results. [We presented at the HRM network conference, which received a lot of attention.](#)

Mode of Dissemination	Date
IRNOP presentation in Boston	June 2017
HRM Network conference	November 2017
EURAM Symposium 2018	June 2018

**** Please note **** Instead of sending in numerous reports throughout the duration of the project, you will use one status report template; however, with each report, you will highlight all new milestones in **GREEN**. The first report may be in **BLACK**.

This will also help maintain the progress of the project without numerous amounts of paperwork to sift through.