



Industrial Relations Unit (IRRU)

Seminar Series – Autumn 2020

Speakers:

Matthew Bidwell, Associate Professor of Management, The Wharton School, University of Pennsylvania

Title:

Stepping sideways to step up

Date:

Wednesday 11 November 2020

Venue:

Microsoft Teams Meeting

Time:

14:00 – 15:30 (GMT)

Abstract:

There is growing evidence that many job moves within organizations take people sideways, into jobs that are at the same hierarchical level as the one that was left. Despite the prevalence of these lateral moves, though, we have little evidence on what role they play in workers' careers. We use an abductive approach to explore that role. We first use matching and career theories to outline the variety of different ways in which lateral moves might affect workers' careers, based both on how the moves take workers into jobs with different skill demands and jobs with different rewards. We use this framework to guide our empirical exploration of eight years of personnel data from a large US healthcare company. Our analyses show that those employees who move laterally achieve substantially higher pay growth than those that do not, even though we do not find any evidence of performance improvements. We draw on these findings to suggest that lateral mobility may be a means for organization to continue rewarding those who are not able to be promoted.

Registration:

Please email irruoffice@wbs.ac.uk to express your interest, if you are not on the IRRU mailing list and have not already received an Outlook invitation for the seminar.