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論文要旨

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要旨 (英文 800 語程度)

Thesis Summary (approx.800 English Words)

The purpose of this study is to clarify what the structure and mechanism of career paths for executive leaders moving across organizational boundaries are. In this study, in response to the research question, I divided it into three sub-questions which are: 1)What is the mobility structure of executive leader career paths without adhering to organizational boundaries?, 2)What is the common ground, of executives who move beyond organizations, in behavioral features which lead or support them to transfer to new organizations?, and 3)What is the mechanism of the executives' adjusting process to cope with the new organizational settings in order to exceed expectations quickly?.

The Japanese business environment has been confronted with many challenges by the wave of rapid globalization. The limited number of talent who have enough experience to tackle this environmental transformation is becoming a bigger issue. A voice of hiring executive leaders from the outside has been increasing and drawing attention we have never had before. In the area of human resource management study, there is a concept of a boundaryless career which represents a 'new' career era. People have a variety of career options and paths and in which they can navigate their own careers rather than letting the organization decide for them. Recently, the concept has drawn increased attention in both practitioners and scholars. Despite the trends, the study of career transition, boundaryless career, is still in its infancy. Ibarra noted that there is plenty of how-to advice on career, but how people exactly change their careers has been little known. Besides, most of the studies are conducted in Europe and America. Since Japan has been known for decades for its lifetime employment, there are few studies have been conducted and they only focused on consultants in an IT industry. One's career paths are directly influenced by the characteristics of a country's labor market. The conventional western mobility pattern cannot be simply applied to Japanese. Clarifying the structure of career paths of Japanese executive leaders is inevitable. In this study, I define structure as the visual representation of commonalities of executive's career paths, and mechanism as what gives the structure its meaning by the clearly defining the parameters in which the structure can be used.

In this paper, I applied the narrative approach for interviews and the grounded theory approach for analyzing and examining the interview data. The narrative approach is not focusing on capturing the nature of things on essentialism, but focusing on how individuals generate and construct and understand their realities through narratives based on constructionism. A grounded theory is one that is inductively derived from the study of the phenomenon it represents. This approach is suited to small-scale research, recognized rationale for qualitative research, fairly adaptable to use with interview transcripts, pragmatic and well suited in business areas to understand the matters in terms of interpersonal relations. Also, this approach is helpful with a systematic way of analyzing qualitative data to make sense of the data and well suited to exploratory research.

The answers of sub-question, which examined in Chapter 4, 5, and 6, are the followings; 1) The mobility structure is each path which was visualized in CPT (Career Path Tableau: CPT) and CPM (Career Path Model: CPM). And there are four commonalities which are to develop ones careers in adhering specialties, to be hired at the management level directly from outside, to be promoted into management level in their early ages, and to move beyond boundaries in both industries and companies. 2) What lead them to move beyond boundaries is their self-motivation to seek out better opportunities and what support them are transition bridges which are based on and chosen by reputation of executives' most recent performance. Both of them are necessary for them to move beyond organizations. 3) The mechanism is adjusting the stories which are to be consistent between the current situation and the past experiences/events by transforming the reference-points. This transformation has two meanings; one is for them to obtain the consistent stories intrinsically, and the second is to secure their consistent reputation from outside companies

By examining all of the answers above, I respond the research question: "What is the structure and mechanism of career paths for executive leaders moving across organizational boundaries in Japan?" The answer is that each path which is visualized in CPT and CPM is the structure. The mechanism consists of two parameters; self-motivation to seek out better opportunities, and having transition bridges sustained by reputation of executives' most recent performance. Executives are adjusting their stories which are to be consistent between the current situation and the past experiences/events by transforming the reference points, which promote them to have a coherent evaluation from outside. These two parameters are necessary for executives to move beyond organizations.

備考：論文要旨は、和文 2000 字と英文 300 語を 1 部ずつ提出するか、もしくは英文 800 語を 1 部提出してください。

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