

# Karoline STRAUSS

Professor

Department: Management

ESSEC Business School

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## RESEARCH INTERESTS

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athlete mental health, management topics, proactivity, Sport, workplace well-being

## EDUCATION

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- |      |  |
|------|--|
| 2010 | Ph.D. in Organizational Psychology, University of Sheffield, United Kingdom  |
| 2006 | Magistra rerum naturalium (MSc) in Psychology, University of Vienna, Austria |

## EMPLOYMENT

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### Full-time academic positions

- |                |  |
|----------------|--|
| 2018 - Present | Professor, ESSEC Business School, France   |
| 2015 - 2018    | Associate Professor, ESSEC Business School, France   |
| 2013 - 2015    | Associate Professor in Organisational Behaviour, Warwick Business School, United Kingdom             |
| 2010 - 2013    | Lecturer (equiv. of Assistant Professor) in Work Psychology, University of Sheffield, United Kingdom |

### Other affiliations and appointments

- |             |   |
|-------------|---|
| 2020 - 2024 | Chaired Professor ESSEC Sport, ESSEC Business School, France                              |
| 2018 - 2027 | Academic Director, Global BBA Dissertations, ESSEC Business School, France                |
| 2009 - 2010 | Research Associate, Institute of Work Psychology, University of Sheffield, United Kingdom |

## GRANTS AND HONORS

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### Awards and Honors

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| 2025 | Journal of Management Outstanding Reviewer 2024, Sage Publications, United States of America        |
| 2023 | Journal of Management Outstanding Reviewer Award 2023, Sage Publications, United States of America  |
| 2022 | Mediation and Dissemination of Scientific Culture Prize for 2022, CY Cergy Paris University, France |
| 2021 | 2021 Academy of Management (AOM) Best Paper Award (MOC division), Academy                           |

of Management, United States of America

- 2019 Outstanding Service Award from the Academy of Management for her service as Representative at Large of the Managerial and Organizational Cognition Division, August 2019.

## Grants

- 2018 Paris Seine Excellence Initiative grant, ANR Investissements d'Avenir (ANR-16-IDEX-008): Managing careers in times of change: The dynamic and adaptive nature of future work selves (€116.000), Agence Nationale pour la Recherche (ANR), France
- 2017 ANR-DfG Programme franco-allemand en Sciences humaines et sociales (FRAL) 2016: What hurts today may pay off tomorrow: An integrative perspective on the well-being consequences of proactive behavior at work (French Principal Investigator; French funding: €128.999), Agence Nationale pour la Recherche (ANR), France
- 2016 EAWOP Small Group Meeting: A cross-cultural perspective on proactive work behaviours (w. D. Fay, T. Urbach, S. Parker, & D. Den Hartog, €3500)
- 2014 Research in Human Fatigue in the Workplace (w. S. Payne, WMG; University of Warwick Staff Research Network), UK Engineering and Physical Sciences Research Council, United Kingdom
- 2012 ESRC National Centre for Research Methods Bursary for Training
- 2009 Enhancing the positive mental health of employees: The Active Workforce Initiative (acting Principal Investigator after departure of the original grant holder, Professor Sharon Parker, in January 2010; £83.368), British Occupational Health Research Foundation, United Kingdom

## PUBLICATIONS

### Journal Articles

- TALLURI, S.B., STRAUSS, K., NEWMAN, A. and VOIGT, J. (2025). Future work self salience: A systematic review and future research agenda. *Applied Psychology: An International Review*, 74(3), pp. e70018.
- VOIGT, J. and STRAUSS, K. (2025). Let it go and embrace something new: How goal reengagement capacities moderate the effect of interacting with artificial intelligence on career optimism. *Journal of Vocational Behavior*, 161, pp. 104154.
- STRAUSS, K., MELL, J.N., ANSEEL, F., LOERMANS, A. and SLUSS, D. (2025). Complementarity in Future Selves: How Networks of Future-Oriented Cognitive Representations Influence Individuals' Ability to Proactively and Adaptively Manage Their Career. *Organization Science*, In press.
- FARRELL, J.B., FLOOD, P.C., HODGKINSON, G.P., KILROY, S., RIVKIN, W. and STRAUSS, K. (2025). The impact of positive work relationships on proactive behaviors: A multilevel study. *Applied Psychology: An International Review*, 74(5), pp. art. no. e70029.
- STEPHAN, U., STRAUSS, K., GORGIEVSKI, M.J. and WACH, D. (2024). How entrepreneurs influence their employees' job satisfaction: The double-edged sword of proactive personality. *Journal of Business Research*, 74, pp. 114492.

- EL MANSOURI, M., STRAUSS, K., FAY, D. and SMITH, J. (2024). The cognitive cost of going the extra mile: How striving for improvement relates to cognitive performance. *Journal of Applied Psychology*, 109(10), pp. 1592-1610.
- VOIGT, J. and STRAUSS, K. (2024). How future work self salience shapes the effects of interacting with artificial intelligence. *Journal of Vocational Behavior*, 155, pp. 104054.
- FAY, D., STRAUSS, K., SCHWAKE, C. and URBACH, T. (2023). Creating meaning by taking initiative: Proactive work behavior fosters work meaningfulness. *Applied Psychology: An International Review*, 72(2), pp. 506-534.
- GEORGE, M., STRAUSS, K., MELL, J. and VOUGH, H. (2023). When "who I am" is under threat: Measures of threat to identity value, meanings, and enactment. *Journal of Applied Psychology*, 108(12), pp. 1952-1978.
- URBACH, T., DEN HARTOG, D.N., FAY, D., PARKER, S.K. and STRAUSS, K. (2021). Cultural variations in whether, why, how, and at what cost people are proactive: A followership perspective. *Organizational Psychology Review*, 11(1), pp. 3-34.
- KELLY, C.M., STRAUSS, K., ARNOLD, J. and STRIDE, C. (2020). The Relationship between Leisure Activities and Psychological Resources That Support a Sustainable Career: The Role of Leisure Seriousness and Work-Leisure Similarity. *Journal of Vocational Behavior*, 117, pp. 1-17.
- CURCURUTO, M., STRAUSS, K., AXTELL, C. and GRIFFIN, M.A. (2020). Voicing for safety in the workplace: A proactive goal-regulation perspective. *Safety Science*, 131, pp. 104902.
- STRAUSS, K. and PARKER, S.K. (2018). Intervening to Enhance Proactivity in Organizations: Improving the Present or Changing the Future. *Journal of Management*, 44(3), pp. 1250-1278.
- RACKO, G., STRAUSS, K. and BURCHELL, B. (2017). Economics education and value change: The role of program normative homogeneity and peer influence. *Academy of Management Learning and Education*, 16(3), pp. 373-392.
- STRAUSS, K., LEPOUTRE, J. and WOOD, G. (2017). Fifty Shades of Green: How Microfoundations of Sustainability Dynamic Capabilities Vary Across Organizational Contexts. *Journal of Organizational Behavior*, 38(9), pp. 1338-1355.
- ROFCANIN, Y., KIEFER, T. and STRAUSS, K. (2017). What Seals the I-Deal? Exploring the Role of Employees' Behaviours and Managers' Emotions. *Journal of Occupational and Organizational Psychology*, 90(2), pp. 203-224.
- STRAUSS, K., PARKER, S.K. and O'SHEA, D. (2017). When Does Proactivity Have a Cost? Motivation at Work Moderates the Effects of Proactive Work Behavior on Employee Job Strain. *Journal of Vocational Behavior*, 100, pp. 15-26.
- SPYRIDONIDIS, D., CURRIE, G., HEUSINKVELD, S., STRAUSS, K. and STURDY, A. (2016). The Translation of Management Knowledge: Challenges, Contributions and New Directions. *International Journal of Management Reviews*, 18(3), pp. 231-235.
- BURGESS, N., STRAUSS, K., CURRIE, G. and WOOD, G. (2015). Organizational Ambidexterity and the Hybrid Middle Manager: The Case of Patient Safety in UK Hospitals. *Human Resource Management*, 54(1), pp. 87-109.
- STRAUSS, K., GRIFFIN, M.A., PARKER, S.K. and MASON, C.M. (2015). Building and sustaining proactive behaviors: The role of adaptivity and job satisfaction. *Journal of Business and Psychology*, 30(1), pp. 63-72.

STRAUSS, K., NIVEN, K., MCCLELLAND, C.R. and CHEUNG, B.K.T. (2015). Hope and optimism in the face of change: Contributions to task adaptivity. *Journal of Business and Psychology*, 30(4), pp. 733-745.

VALERO, D., HIRSCHI, A. and STRAUSS, K. (2015). Hope in Adolescent Careers: Mediating Effects of Work Motivation on Career Outcomes in Swiss Apprentices. *Journal of Career Development*, 42(5), pp. 381-395.

STRAUSS, K., GRIFFIN, M.A. and PARKER, S.K. (2012). Future Work Selves: How salient hoped-for identities motivate proactive career behaviors. *Journal of Applied Psychology*, 97(3), pp. 580-589.

PARKER, S.K., BINDL, U.K. and STRAUSS, K. (2010). Making things happen: A model of proactive motivation. *Journal of Management*, 36(4), pp. 827-856.

STRAUSS, K., GRIFFIN, M.A. and RAFFERTY, A.E. (2009). Proactivity directed toward the team and organization: The role of leadership, commitment, and role-breadth self-efficacy. *British Journal of Management*, 20(3), pp. 279-291.

### Book chapters

STRAUSS, K. (2025). When Culture Plays a Part in Shaping Employee Proactivity. In: Adrián Zicari, Tom Gamble eds. *Employee Meaning and Wellbeing: The Responsible Organisation*. 1st ed. London: Routledge.

STRAUSS, K. (2025). Play Hard, Work Smart: How Leisure Can Help Your Job Performance and Career Success. In: Adrián Zicari, Tom Gamble eds. *Employee Meaning and Wellbeing: The Responsible Organisation*. 1st ed. London: Routledge.

STRAUSS, K. (2024). Future work selves. In: P. Matthijs Bal (ed.). *Elgar Encyclopedia of Organizational Psychology*. 1st ed. Cheltenham, UK: Edward Elgar Publishing Ltd, pp. 271-273.

STRAUSS, K. (2021). Future work selves in academia. In: Tomislav Hernaus, Matej Černe eds. *Becoming an Organizational Scholar*. 1 ed. Cheltenham, UK: Edward Elgar Publishing Ltd, pp. 95-108.

STRAUSS, K. and KELLY, C. (2017). An Identity-Based Perspective on Proactivity: Future Work Selves and Beyond. In: *Proactivity at Work*. 1st ed. Routledge, pp. 330-354.

ANSEEL, F., STRAUSS, K. and LIEVENS, F. (2017). How Future Work Selves Guide Feedback Seeking and Feedback Responding at Work. In: *The Self at Work: Fundamental Theory and Research*. 1st ed. Routledge, pp. 295-318.

STRAUSS, K. and PARKER, S.K. (2014). Effective and sustained proactivity in the workplace: A self-determination theory perspective. In: *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory*. 1st ed. Oxford University Press, pp. 50-72.

FARRELL, J. and STRAUSS, K. (2013). The people make the place, and they make things happen: Proactive behavior at work. In: *Relationships in organisations: A work psychology perspective*. 1st ed. Palgrave Macmillan, pp. 107-136.

### Conference proceedings

STRAUSS, K., MELL, J., ANSEEL, F. and LOERMANS, A. (2021). Synergy and Conflict in Visions of the Future: A Network-Based Approach to Future Work Selves. In: *Proceedings of the 81st Annual Meeting of the Academy of Management (AOM 2021)*. Academy of Management, pp. <https://doi.org/10.5465/AMBPP.2021.78>.

FAY., K., SCHWAKE., K., STRAUSS, K. and URBACH, K. (2020). A Dual Pathway Model of Daily Proactive Work Behavior on Hedonic and Eudaimonic Well-Being. In: *2020 Academy of Management Annual Meeting*.

## Conferences

STRAUSS, K. and ANSEEL, F. (2022). Capturing Identity Dynamics: A Network-Based Approach to Identity Construction Processes. In: *2022 Academy of Management Annual Meeting*. Seattle.

GEORGE, M., STRAUSS, K., MELL, J. and VOUGH, H. (2021). Development and validation of an identity threat scale. In: *2021 Academy of Management Annual Meeting*. Online.

STRAUSS, K., LOERMANS, A., MELL, J. and ANSEEL, F. (2020). Coherence and Plurality in Visions of the Future: A Network-Based Approach to Future Work Selves. In: *2020 Academy of Management Careers Division Community Conference - Careers in Context: Theorizing in and about Turbulent Times*.

STRAUSS, K., ROCKMAN, K. and GEORGE, K. (2020). Boundary Crossing and Cognitive Processing: How the Self Left at Home Influences Expatriate. In: *2020 Academy of Management Annual Meeting*.

EL MANSOURI, M., STRAUSS, K., FAY, K. and SMITH., K. (2020). The Impact of Daily Individual Proactive Behavior on Working Memory Performance. In: *2020 Academy of Management Annual Meeting*.

STRAUSS, K., LOERMANS, A., MELL, J. and ANSEEL, F. (2019). Future Work selves as Dynamic Networks of future-oriented self-representations. In: *2019 Academy of Management Annual Meeting*.

GEORGE, M. and STRAUSS, K. (2019). The Self Left at Home: How Hypothetical Home Selves Influence Expatriates. In: *19th European Association for Work and Organizational Psychology (EAWOP) Congress 2019*.

KELLY, C., STRAUSS, K. and ARNOLD, J. (2018). The Role of Serious Leisure in Creating Ressources for a Sustainable Career. In: *78th Academy of Management Annual Meeting*.

GEORGE, M. and STRAUSS, K. (2018). The Self Left at Home: How Hypothetical Home Selves Influence Expatriates. In: *78th Academy of Management Annual Meeting*.

GEORGE, M. and STRAUSS, K. (2017). The Self Left at Home: How Hypothetical Home Selves Influence Expatriates. In: *2017 Academy of Management Meeting*.

STRAUSS, K., KELLY, C. and ARNOLD, J. (2017). Work Hard, Play Hard: Examining the Enriching Effects of Serious Leisure on Daily Work Performance. In: *2017 Academy of Management Meeting*.

UTE, S., STRAUSS, K., WACH, D. and GORGIEVSKI, M. (2016). How Entrepreneurs Influence Employees' Job Satisfaction: The Doubleedged Sword of Proactivity. In: *2016 Academy of Management Annual Meeting*.

BAGASH, A., STRAUSS, K. and EUBANKS, D.L. (2016). Leader Identity Threat and the Interplay of Employee Work Behaviors and Gender. In: *2016 Academy of Management Annual Meeting*.

KELLY, C.M., STRAUSS, K. and ARNOLD, J. (2015). A "Serious" Perspective on Leisure-Work Enrichment A "Serious" Perspective on Leisure-Work Enrichmen A "Serious" Perspective on Leisure-Work Enrichment. In: *2015 Academy of Management Annual Meeting*.

URI, C., STRAUSS, K. and AXTELL, C. (2015). How Leaders Stimulate Day-level Proactivity: Effects of Need Satisfaction and Job Complexity. In: *2015 Academy of Management Annual Meeting*.

- ROFCANIN, Y., KIEFER, T. and STRAUSS, K. (2015). Sealing the Deal: The Role of Employee Motives and Leader Emotions. In: 2015 Academy of Management Annual Meeting.
- ROFCANIN, Y., KIEFER, T. and STRAUSS, K. (2014). How i-deals build resources to facilitate reciprocation: The mediating role of positive affective states in the relationship between i-deals and supervisor-rated outcomes. In: Academy of Management Annual Meeting. Philadelphia.
- STRAUSS, K. and PARKER, S.K. (2014). Making my desired future happen: A future work self intervention to enhance proactive behavior at work. In: Academy of Management Annual Meeting. Philadelphia.
- VAN DEN BROECK, A., STRAUSS, K. and VANBELLE, E. (2013). How proactive employees engage in job crafting and improve their engagement: The role of affect. In: Academy of Management Annual Meeting. Lake Buena Vista.
- CURUCUTO, M., STRAUSS, K. and AXTELL, C. (2013). Proactivity in occupational safety: A goal regulation perspective. In: Academy of Management Annual Meeting. Lake Buena Vista.
- STRAUSS, K., PARKER, S.K. and O'SHEA, D. (2013). The personal cost of proactive behavior: Moderating effects of controlled motivation. In: Academy of Management Annual Meeting. Lake Buena Vista.
- STRAUSS, K. (2012). A self-concordance perspective on proactivity in organizations. In: Academy of Management Annual Meeting. Boston.
- STRAUSS, K. (2012). Ideal and feared future work selves: Implications for feedback seeking and feedback monitoring. In: Academy of Management Annual Meeting. Boston.
- STRAUSS, K. and PARKER, S.K. (2012). Intervening to enhance eudaimonic well-being in the workplace: The Active Workforce Initiative. In: Academy of Management Annual Meeting. Boston.
- STRAUSS, K. and PARKER, S.K. (2010). Anticipation and identity: Future selves as a source of proactive goals. In: Academy of Management Annual Meeting. Chicago.
- STRAUSS, K. and HERSHCOVIS, S. (2010). Ideal and feared future work selves: The influence of hope on future-oriented identities. In: Academy of Management Annual Meeting. Montreal.
- STRAUSS, K., GRIFFIN, M.A. and PARKER, S.K. (2010). Motivating proactive behavior to achieve a sustainable career: The power of the future work self. In: Academy of Management Annual Meeting. Chicago.

## Press

- STRAUSS, K. (2023). Death by a Thousand Paper Cuts: How Subtle Workplace Discrimination Can Undermine Our Sense of Self. *ESSEC Knowledge*.
- STRAUSS, K. (2021). All That Glitters Is Not a Gold Medal: Putting Athletes' Mental Health in the Spotlight. *ESSEC Knowledge*.

## OTHER RESEARCH ACTIVITIES

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### Editorial Board Membership

- |             |   |
|-------------|---|
| Since 2026  | Wiley   |
| Since 2017  | British Journal of Management                         |
| Since 2017  | Journal of Management                                 |
| 2017 - 2020 | Journal of Occupational and Organizational Psychology |

**Ad-hoc reviewer for :**

Current Directions in Psychological Science, Human Relations, Human Resource Management, Journal of Management Studies, Journal of Organizational Behavior, Leadership Quarterly, Organization Science

**Affiliations**

- 2017 - 2019 Representative-at-large, Managerial and Organizational Cognition Division, Academy of Management
- Since 2019 Member of the European Association of Work and Organizational Psychology
- Since 2013 Academic Member of the UK Chartered Institute of Personnel and Development
- Since 2008 Member of the Academy of Management

**PhD Supervision**

- 2021 Mailys George (ESSEC Business School), Thesis director
- 2020 Sheldon Carvalho (ESSEC Business School), Thesis director
- 2019 Sabra KHAJEHNEJAD (ESSEC Business School), Thesis co-director, First Placement: Assistant Professor - KU Leuven
- 2017 Ciara Kelly (University of Sheffield), Thesis director, First Placement: Lecturer (equiv. to Ass. Prof.) at Loughborough University, UK
- 2017 Asma Bagash (University of Warwick), Thesis director, First Placement: now in industry
- 2016 Yasin Rofcanin (University of Warwick), Thesis director, First Placement: Reader (equivalent to Associate Professor) at University of Bath Business School, UK
- Mouna El Mansouri (ESSEC Business School), Thesis director

**Other research activities**

- 2012 - 2013 Chair of the Scientific Committee of the 2012 IWP International Conference on Work, Well-being and Performance
- Since 1982 Ad-hoc reviewer for the Economic and Social Research Council and the British Academy (UK)
- Since 1982 Ad-hoc reviewer for the Research Foundation Flanders – FWO (Belgium),
- Since 1982 Ad-hoc reviewer for Research Grants Council of Hong Kong