

INTRODUCTION

From the Editor

This journal provides a forum for the exchange of perspectives. Each issue contains two focal articles, which take a position on a topic of importance to the field of industrial–organizational (I–O) psychology. These focal articles are first posted on SIOP’s Web site, and readers are invited to submit commentaries in response. A set of commentaries—some of which support and extend the focal article and others that challenge or add new perspectives to the focal article—are selected to be published with the article, along with an integrative response from the authors of the original article.

The first focal article in this issue, by Elaine Pulakos and Ryan O’Leary, is entitled “Why Is Performance Management Broken.” Sparked by Elaine’s Distinguished Professional Contribution Award presentation at the 2010 SIOP conference, this article critiques our field’s focus on improving performance management via improving features of the formal system. The authors argue that our efforts should instead be directed at improving manager–employee relationships. The article is followed by 13 commentaries, some which offer other views on why performance management is broken (or not) and others that expand on the ideas in the focal article. In their response, Elaine and Ryan highlight themes from the commentaries and note why they agree or disagree with perspectives offered related to each of these themes.

The second focal article, “Overqualified Employees: Making the Best of a Potentially Bad Situation for Individuals and

Organizations,” was authored by Berrin Erdogan, Talya Bauer, José Maria Peiró, and Donald Truxillo. These authors question the “truism” that the person–job mismatch created by hiring overqualified employees should be avoided. They examine the issue of overqualification by integrating research from across disciplines and offer recommendations for practice and future research. The article is followed by eight commentaries. For the most part, the commentary authors agree that the potential upside of overqualification needs more attention; however, they raise additional issues, painting a more complex picture of this phenomenon. In their response, the focal article authors sort through this complexity, taking note of six distinctions that matter when examining overqualification.

Both focal articles in this issue point to the importance of continuing to critically scrutinize what we assume are good practices for organizations and the individuals who work within them. What other I–O practices need this sort of reexamination?

Deserving special thanks for their contribution to the success of this issue are the individuals who reviewed focal articles and commentary submissions: Wanda Campbell, Donna Chrobot-Mason, Angelo DeNisi, Kevin Ford, Mark Griffin, George Hollenbeck, Hennie Kriek, Alison Mallard, Douglas Maynard, James Smither, Bill Strickland, Suzanne Tsacoumis, and Nancy Tippins.

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