CONTENTS

Part One • Introduction and Foundations

- 1. Facilitating Organizational Socialization: An Introduction 3

 Connie R. Wanberg
- From Past to Present and Into the Future: A Hitchhiker's Guide to the Socialization Literature 8
 Sue Ashford and Samir Nurmohamed

the second control of the second control of the second control of

Part Two • Conceptualizations of Socialization, Antecedents, and Outcomes

- 3. Getting Newcomers On Board: A Review of Socialization Practices and Introduction to Socialization Resources Theory 27

 Alan M. Saks and Jamie A. Gruman
- Newcomer Proactive Behavior: Can There be Too Much of a Good Thing? 56 Helena D. Cooper-Thomas and Sarah E. Burke
- Getting the Right Connections? The Consequences and Antecedents
 of Social Networks in Newcomer Socialization 78

 Markku Jokisaari and Jari-Erik Nurmi
- 6. Organizational Socialization Outcomes: Now and Into the Future 97

 Talya N. Bauer and Berrin Erdogan

Part Three • Organizational Context, Systems, and Tactics

- 7. The Odd One Out: How Newcomers Who Are Different Become Adjusted 115 Charlice Hurst, John Kammeyer-Mueller, and Beth Livingston
- 8. Content and Development of Newcomer Person-Organization Fit:
 An Agenda for Future Research 139

 Annelies E.M. van Vianen and Irene E. De Pater

Part Four • Socialization Process, Methods, and Measurement

- 9. The Role of Time in Socialization Dynamics 161

 Blake E. Ashforth
- 10. This Is How We Do Research Around Here: Socializing Methodological and Measurement Issues 187
 Jeffrey B. Vancouver and Michael A. Warren

Part Five • Specialized Contexts

- 11. The Impact of Socializing Newcomers on Insiders 215

 Daniel C. Feldman
- 12. The Perspective of Host Country Nationals in Socializing Expatriates:
 The Importance of Foreign–Local Relations 230

 Soo Min Toh, Angelo S. DeNisi, and Geoffrey J. Leonardelli
- Socializing the "Other" Organizational Newcomers—Customers,
 Clients, and Guests 250
 Keith Rollag

Part Six • Socialization in Practice

- 14. Are Organizations On Board with Best Practices Onboarding? 267

 Howard J. Klein and Beth Polin
- 15. The Development of a Comprehensive Onboarding Program at a Big Ten Research University 288
 Stacy Doepner-Hove
- 16. Socializing Leadership Talent: Ensuring Successful Transitions into Senior Management Roles 303 Jay A. Conger
- Socializing Socialization: Everything is Connected—Especially Recruiting, Hiring, and Accelerating Talent 315
 George B. Bradt
- 18. Developing Organizational Cultural Competence through Mentoring: Onboarding the Menttium Way 325 Pamela M. Dixon, Lynn P. Sontag, and Kimberly Vappie

Part Seven • Conclusions

Moving Forward: Next Steps for Advancing the Research and Practice of Employee Socialization 339
 Connie R. Wanberg and Yongjun Choi