

**SIGNIFICANT LIFE EVENTS AND THEIR CONSEQUENCES ON
CAREER PROFESSIONALS**



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Abstract

The behavior of an individual is based on many complex aspects such as their thoughts, emotions, motives, traits, dispositions, social circle, work settings, culture, and so on. However, researchers have created a simple model to explain behavior in the form $B=f(P, E)$, where behavior (B) is observed to be a function of 2 variables, namely, the person (P) and their environment (E). The various kinds of events that individual experiences could be influenced by factors both internal and external to the individual (that is both the person P and the environment E). Even though major life events have been studied in certain contexts such as the health care sector and college students, there has been a scarcity of studies of the cohort of young managers in the Indian context. In this thesis, we aim to answer two questions. First, what are the various kinds of major events that young managers from the IIMs go through in the early part of their career? (This constitutes essay 1 of my thesis). Second, what are the various consequences of each of these event types? We begin answering the second question by exploring the consequences of three particular events: working abroad, the loss of a close one, and receiving mentorship. The consequences of each of the 3 events mentioned constitute the second, third, and fourth essays of my thesis respectively.

Essay 1 attempts to create a typology of events that young managers from the IIMs go through in the early phase of their careers. We created the typology using thematic analysis. The typology includes two broad classes of events that are events in the work domain and the non-work domain. The themes for the types of events in the work domain include events in the intellectual domain; financial domain; social domain at work; etc. The themes in the non-work domain include events in the family domain; health domain; spiritual domain; etc.

Essay 2 attempts to build a typology of the consequences of receiving mentorship. We used thematic analysis for this purpose and the following themes were found, for example, gaining confidence and self-belief; increased opportunities and reduced threats; & learnings due to the

mentor. Essay 3 attempts to build a typology of consequences of the experience of working abroad. We used thematic analysis for this purpose and the following themes were found, for example, becoming more broad-minded; enhancing one's career and finances; & realizations about themselves and their country. Essay 4 attempts to build a typology of consequences of the loss of a close one (bereavement). We used thematic analysis for this purpose and the following themes were found, for example, increased priority on relationships; the realization that life and what can be done is limited; taking ownership of one's own life.

These studies have the potential of giving an overarching view of the kind of events a young manager can expect in the early part of his career and the consequences of the same. Thus, prospective MBA aspirants and management graduates can make a more informed choice regarding their careers. Further, the same can develop knowledge, skills, and abilities to be more effective in coping and thriving in their careers. Theoretically, there have been studies that have attempted to build typologies of consequences of various types of events. But there is a scarcity of studies that classify the consequences of the various types of events with the same sample in focus. In our study, we attempt to do the same for one sample, namely, young managers who have graduated from the IIMs. Moreover, in our study we attempted to capture the various types of changes in the overall psychology of individuals including changes in their thinking, feeling, acting, and motivation. Based on the results of these essays we can suggest some interventions at the individual and organization levels that can improve the outcomes for the individual employees and the organization. These interventions are described in the implication sections of the thesis.

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Conclusion

This thesis found the types of events that young managers face during the early phase of their careers. Further, we also found the consequences of three particular events, which are being mentored, working abroad, and the loss of a close one (bereavement).

Even though similar studies on the consequences of mentorship, working abroad, and bereavement have been conducted earlier, the present study (the overarching study which is pursued in part by the thesis) attempts to find the consequences of all kinds of significant events which might occur to a single sample of individuals (young IIM Graduates in the early stage of their careers, who currently have who have around 10 - 13 years of work). Further, the next three essays attempt to study one particular sample, in-depth, by trying to understand the consequences of three of the events they could experience. Moreover, efforts have been made to find out a wide range of consequences for the participants, including the changes in their actions (behavioral aspects); thoughts (cognitive aspects); emotions (affective aspects); goals, motives & priorities (motivational aspects). Moreover, participants were probed for any other positive or negative outcomes they might have missed out on.

In the present study, we found some interesting consequences of bereavement including wanting to leave a legacy like the lost one, a sense of relief and happiness that their loved one does not need to suffer anymore from the pain they were experiencing at the end stages of their lives, gaining the realization that at the core everyone is essentially alone irrespective of their closeness to others. Similarly, interesting findings of mentorship include the mentor showing the protégé a macro and a long-term perspective where the protégé was asked to focus on their career as a whole rather than just the work they were then doing; the protégé becoming more strength-focused rather than weakness-focussed; and the protégé realizing the importance of having multiple mentors at the organization and having mentors on their way up in the same.

Finally, interesting findings based on working abroad include temporarily being cut off from their close ones in the home country, the realization that Indians are respected for their intellect abroad, realizing the importance of domestic help back in India, the difficulty of finding food as a vegetarian, learning to enjoy one's alone time, and becoming more empathetic towards foreigners visiting India.

Our findings provide important implications for the managers, employees, and organizations and are discussed in the discussion sections at the end of each essay. Organizations can create several interventions to implement the insights provided in the thesis which may help to enhance positive outcomes, like employee well-being, and performance.

Some of the implications of the study on mentorship include that young managers at the beginning stages of their careers can gain a broad sense of the consequences of being mentored. Based on the findings of the present dissertation study, organizations can evaluate the aspects where the mentor is doing well and the aspects where the mentor falls short - in which case the organizations can intervene by informing and training the mentor in terms of his weaknesses in mentoring skills. Further, keeping in mind the benefits of mentorship the organizations can offer systematized training programs for developing mentorship skills for potential mentors (ideally, including every individual in an interpersonal-managerial role at all levels of the organization).

Some of the implications of the study on working abroad are that young managers get a sense of the consequences and outcomes of working abroad and thus can make a more informed choice of going abroad. Young managers can consider the option of going abroad in case they wish to gain more confidence in their choices. Further, young managers get higher self-awareness and a sense of responsibility during their assignment of working abroad. Similarly,

they get an improved understanding of the home country's culture which can help them grow professionally.

From the study on bereavement, several implications are derived including the insights such as, young managers in the early phase of their career should realize that they should emphasize social well-being and emotional well-being rather than just material well-being, as the former is more important in the long run. Second, young managers must not take things for granted and plan and prepare for future negative contingencies. Third, young managers should focus on that which is essential in life and place relatively little emphasis on the non-essentials (thus saving time, energy, attention, and other resources, on non-essential activities). This is because the study suggests that young managers realize the transience of life and the limitations on what can be achieved. Finally, young managers (even after losing a close one) must take strength from their loss. The loss of a close one is related to the increased inner strength of the person and they find that lessons learned from the lost one's life become more prominent, being more focused and taking ownership of one's life and that even though they will experience a wide range of negative emotions that things will return to normal after some time. Organizations can support the well-being of their employees by building careers based on meaning, purpose, intrinsic goals, and that which is truly valuable in life. Such an organizational philosophy and approach considers the macro/ holistic perspective and the long-term perspective into the treatment of its employees and thus can expect greater loyalty and commitment from its employees. Based on the findings of our study, we recommend that organizations must not treat employees as entities mainly driven by economic factors. They should treat employees as essentially human, each with multiple domains of life such as the physiological, biological, emotional, intellectual, spiritual, social, and ethical domains; and organizations must try to fulfill their employees' various aspects or domains. Also, organizations can consider creating support systems for bereaved employees based upon the findings of this study.

In future research, we intend to expand similar research to a wider set of significant events. This would enable us to understand the consequences of all kinds of events and their consequences on this particular sample in focus (IIM graduates with 10-13 years of work experience). Further, future studies may other social categories, for example, engineers, social workers, farmers, etc. Moreover, studies can focus on different stages of work-life, like mid-career or the end stages of their career. Further, studies can be dedicated to more refined subsets of the same sample like young marketing managers or young financial managers. Moreover, comparative studies between social categories can be conducted to compare and contrast the types of events they experience and the consequences of those events. It must be noted that different social categories may react differently to the same event, which can be explored in future research.

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TABLE 1:

Types of events found in the existing literature

Overarching theme	Name of event	As categorized in
events in the family of origin	family get-togethers	Clements & Turpin, 1996; Sotgiu, 2016
	leaving parent's home	Dohrenwend, et al., 1978; Erdoğan, et al., 2008; Rubin, Berntsen, & Hutson, 2009; Sarason, Johnson, & Siegel, 1978
	sibling getting married	Suh, Diener, & Fujita, 1996
	Becoming an uncle/aunt	Suh, Diener, & Fujita, 1996
	vacation with parents	Clements & Turpin, 1996
	parents relative giving a headstart in business	Suh, Diener, & Fujita, 1996
events in the family of origin & procreation	Alcohol or drug-related problems of family members	Roohafza, et al., 2011
	serious family argument (other than spouse)	Dohrenwend, et al., 1978
	a major change in the closeness of family	Sarason, Johnson, & Siegel, 1978
experiencing violence or trauma	physical assault	Gray, et al., 2004; Suh, Diener, & Fujita, 1996
	sexual assault	Gray, et al., 2004; Suh, Diener, & Fujita, 1996
	exposure to a war zone	Erdoğan, et al., 2008; Gray, et al., 2004
	being held in captivity (kidnapped, etc.)	Gray, et al., 2004
	witnessing violence	Peirce, et al., 2009
	Witnessing or experiencing severe human suffering	Bae, et al., 2008

Overarching theme	Name of event	As categorized in
events in the family of procreation (child in focus)	birth of a child	Erdoğan, et al., 2008; Roohafza, et al., 2011; Rubin, Berntsen, & Hutson, 2009; Specht, 2017; Tausig, 1982
	adoption of child	Dohrenwend, et al.,1978; Tausig, 1982
	child's college graduation	Erdoğan, et al., 2008
	child's death	Erdoğan, et al., 2008
	the support given to children	Maybery, et al., 2006
	behavioral problems in their children	Pocnet, et al., 2016
	child's marriage (with approval)	Tausig, 1982
	child's marriage (without approval)	Tausig, 1982
	having grandchildren	Rubin, Berntsen, & Hutson, 2009;Tausig, 1982
	educational problems of children	Roohafza, et al., 2011
	neglected by children	Erdoğan, et al., 2008
	a child joining the armed forces	Tausig, 1982
events in the family of procreation (in-laws in focus)	support received from in-laws	Maybery, et al., 2006
	major problems with in-laws	Dohrenwend, et al.,1978; Holmes & Rahe, 1967; Pocnet, et al., 2016; Tausig, 1982
	positive communication with in-laws	Maybery, et al., 2006
events in the family of procreation (spouse in focus)	getting married	Sarason, Johnson, & Siegel, 1978; Suh, Diener, & Fujita, 1996; Tausig,1982; Sotgiu, 2019
	arranged marriage	Erdoğan, et al., 2008
	Relationships with spouse changing for the better	Dohrenwend, et al.,1978; Tausig, 1982
	finding out that one can't have children	Dohrenwend, et al., 1978

events in the family of procreation (spouse in focus) (Continued from the previous page)	divorce or separation	Holmes & Rahe, 1967; Pocnet, et al., 2016; Sarason, Johnson, & Siegel, 1978; Specht, 2017; Erdoğan, et al., 2008;
	major quarrels with their spouse	Holmes & Rahe, 1967; Roohafza, et al., 2011; Tausig, 1982
	intimate time spent with the spouse	Maybery, et al., 2006
	support received from their spouse	Maybery, et al., 2006
	support given to the spouse	Maybery, et al., 2006
	marital reconciliation	Holmes & Rahe, 1967; Pocnet, et al., 2016; Tausig, 1982
	the extramarital affair of their spouse	Pocnet, et al., 2016;
	having an extramarital affair	Dohrenwend, et al., 1978; Erdoğan, et al., 2008; Tausig, 1982
	spouse's death	Erdoğan, et al., 2008; Pocnet, et al., 2016
	Miscarriage	Dohrenwend, et al., 1978; Pocnet, et al., 2016; Tausig, 1982
	Pregnancy	Clements & Turpin, 1996; Pocnet, et al., 2016; Tausig, 1982
	unwanted pregnancy	Pocnet, et al., 2016; Tausig, 1982
	Stillbirth	Dohrenwend, et al., 1978; Tausig, 1982
	Abortion	Pocnet, et al., 2016; Suh, Diener, & Fujita, 1996
	sexual problems in the couple	Pocnet, et al., 2016; Sarason, Johnson, & Siegel, 1978
	personal problems in the couple	Dohrenwend, et al., 1978; Pocnet, et al., 2016; Tausig, 1982
	changes in spouse's work outside the home	Sarason, Johnson, & Siegel, 1978
spouse getting back together after separation	Dohrenwend, et al., 1978	

Overarching theme	Name of event	As categorized in
Events related to health	facing psychological or mental problems	Erdoğan, et al., 2008; Tausig, 1982
	seeking psychological or psychiatric consultation	Clements & Turpin, 1996;
	life-threatening illness or injury	Bae, Kim, Koh, et al., 2008; Holmes & Rahe, 1967; Peirce, Burke, Stoller, et al., 2009; Pocnet, et al., 2016; Roohafza, et al., 2011
	Sex difficulties	Holmes & Rahe, 1967; Sarason, Johnson, & Siegel, 1978
	gaining significant weight	Suh, Diener, & Fujita, 1996
	pregnancy	Tausig, 1982; Clements & Turpin, 1996; Pocnet, et al., 2016
	serious accident	Bae, Kim, Koh, H., Kim, & Park, 2008; Holmes & Rahe, 1967; Suh, Diener, & Fujita, 1996
	Alcohol or drug-related problems	Pocnet, et al., 2016; Roohafza, et al., 2011
	major changes in sleeping or eating habits	Holmes & Rahe, 1967; Roohafza, et al., 2011; Sarason, Johnson, & Siegel, 1978; Tausig, 1982
	having a major operation	Erdoğan, et al., 2008; Suh, Diener, & Fujita, 1996
	hobbies and recreations	changes in recreations
joining a club or social group		Suh, Diener, & Fujita, 1996
artistic expressions		Sotgiu, 2016
Taking up a new hobby/ sport/ craft		Dohrenwend, et al., 1978
vacation		Dohrenwend, et al., 1978; Holmes & Rahe, 1967; Tausig, 1982

Overarching theme	Name of event	As categorized in
illness or loss of close ones	close other's death	Erdoğan, et al., 2008; Holmes & Rahe, 1967; Pocnet, et al., 2016
	parents death	Erdoğan, et al., 2008; Rubin, Berntsen, & Hutson, 2009; Sarason, Johnson, & Siegel, 1978; Tausig, 1982
	death of a very good friend	Clements & Turpin, 1996; Holmes & Rahe, 1967; Pocnet, et al., 2016; Sarason, Johnson, & Siegel, 1978; Suh, Diener, & Fujita, 1996
	spouse's death	Erdoğan, et al., 2008; Holmes & Rahe, 1967; Pocnet, et al., 2016; Sarason, Johnson, & Siegel, 1978; Tausig, 1982
	child's death	Erdoğan, et al., 2008; Tausig, 1982
	death of a very close family member	Sarason, Johnson, & Siegel, 1978; Suh, Diener, & Fujita, 1996; Tausig, 1982
	suicide in the family	Pocnet, et al., 2016
	accident or serious illness in the family	Holmes & Rahe, 1967; Pocnet, et al., 2016; Sarason, Johnson, & Siegel, 1978
	start of alcoholism in the family	Pocnet, et al., 2016; Roohafza, et al., 2011
Intellectual & aesthetic experiences include	exchanges of thoughts, ideas, and knowledge	Van Heck, Perugini, Caprara & Fröger, 1994
	intellectual experiences	Sotgiu, 2016
	participation in major examinations	Roohafza, et al., 2011
	failure in a major examination	Roohafza, et al., 2011
	performing at an artistic event	Suh, Diener, & Fujita, 1996
	artistic expressions	Sotgiu, 2016
	major changes in political beliefs	Tausig, 1982

Overarching theme	Name of event	As categorized in
Love and Romance Experiences (non-marriage)	Beginning of a romantic relationship	Specht, 2017; Tausig, 1982
	falling in love	Erdoğan, et al., 2008; Rubin, Berntsen, & Hutson, 2009; Dohrenwend, et al., 1978
	reconciliation with a romantic partner	Suh, Diener, & Fujita, 1996
	major argument with girlfriend/boyfriend	Clements & Turpin, 1996; Sarason, Johnson, & Siegel, 1978; Tausig, 1982
	break up with a partner	Clements & Turpin, 1996; Pocnet, et al., 2016
	Sex difficulties with boy/ girlfriend	Clements & Turpin, 1996; Sarason, Johnson, & Siegel, 1978; Tausig, 1982
	the ending of a long-term relationship	Suh, Diener, & Fujita, 1996; Sarason, Johnson, & Siegel, 1978
	involves pregnancy of self or partner	Clements & Turpin, 1996; Pocnet, et al., 2016
	miscarriage	Pocnet, et al., 2016
	unwanted pregnancy	Pocnet, et al., 2016; Tausig, 1982
	abortion	Pocnet, et al., 2016; Tausig, 1982
	getting engaged	Dohrenwend, et al., 1978; Sarason, Johnson, & Siegel, 1978; Suh, Diener, & Fujita, 1996; Tausig, 1982
	broke engagement	Dohrenwend, et al., 1978; Tausig, 1982
	intimate partner violence	Peirce, Burke, Stoller, et al., 2009

Overarching theme	Name of event	As categorized in
legal domain experiences	jail term	Clements & Turpin, 1996; Holmes & Rahe, 1967; Pocnet, et al., 2016; Tausig, 1982
	being in a court	Tausig, 1982
	being arrested	Tausig, 1982
	involved in a lawsuit or legal action	Tausig, 1982
	legal problems	Roohafza, et al., 2011
Social Life experiences	intimate time spent with someone	Maybery, et al., 2006
	Helping other people	Sotgiu, 2016
	a major change in social activities	Holmes & Rahe, 1967; Sarason, Johnson, & Siegel, 1978; Tausig, 1982
	joining a club or social group	Suh, Diener, & Fujita, 1996
	support received from friends	Maybery, et al., 2006
	positive feedback from friends	Maybery, et al., 2006
	making a new close friend	Dohrenwend, et al., 1978; Suh, Diener, & Fujita, 1996
	positive communication with friends	Maybery, et al., 2006
	breaking up with a close friend	Dohrenwend, et al., 1978
	experiencing loneliness or aaa	Roohafza, et al., 2011
	lack of social support	Roohafza, et al., 2011;
	facing social discrimination	Roohafza, et al., 2011
	significant reduction in social life	Pocnet, et al., 2016
	cultural alienation	Roohafza, et al., 2011
	loneliness	Roohafza, et al., 2011
increase in social activities	Dohrenwend, et al., 1978	

Overarching theme	Name of event	As categorized in
Spiritual life Experiences	religious experiences	Sotgiu, 2016
	change in church activities	Dohrenwend, et al., 1978; Holmes & Rahe, 1967
	major changes in religious beliefs	Tausig, 1982
events related to financial conditions	financial difficulties	Clements & Turpin, 1996; Erdoğan, et al., 2008; Pocnet, et al., 2016; Roohafza, et al., 2011; Rubin, Berntsen, & Hutson, 2009; Suh, Diener, & Fujita, 1996; Tausig, 1982
	taking a significant debt	Holmes & Rahe, 1967; Pocnet, et al., 2016; Roohafza, et al., 2011; Sarason, Johnson, & Siegel, 1978
	acquiring property	Erdoğan, et al., 2008
	loss of great personal valuables	Pocnet, et al., 2016
	buying a car	Suh, Diener, & Fujita, 1996
	buying a house	Dohrenwend, et al., 1978
	losing a home due to fire/ flood/other disasters	Dohrenwend, et al., 1978
	change in the financial state	Holmes & Rahe, 1967
	credit rating difficulties	Tausig, 1982
	improvement in financial status	Suh, Diener, & Fujita, 1996; Tausig, 1982
	taken on a major purchase/ mortgage	Roohafza, et al., 2011; Tausig, 1982
	homelessness for some time	Pocnet, et al., 2016
	others	travel in foreign countries
experiences with nature		Sotgiu, 2016
experiencing a natural disaster		Bae, Kim, Koh, H., Kim, & Park, 2008

Overarching Theme	Name of event	As categorized in
Work (largely positive events)	expansion of business/ professional practice	Dohrenwend, Askenasy, Krasnoff, et al., 1978; Tausig, 1982
	starting a business	Dohrenwend, Askenasy, Krasnoff, et al., 1978
	support received from colleagues or supervisor or employers	Maybery, Jones-Ellis, Neale, et al., 2006
	positive feedback from colleagues or supervisors or employers	Maybery, Jones-Ellis, Neale, et al., 2006
	positive communication from colleagues or supervisors or employers	Maybery, Jones-Ellis, Neale, et al., 2006
	taking part in training program	Dohrenwend, Askenasy, Krasnoff, et al., 1978
	development of skills through a training program	Kidd, 2008
	identifying an avenue to increase skills	Kidd, 2008
	home study to improve work performance	Tausig, 1982
	increased responsibility at work	Pocnet, Antonietti, Strippoli, et al., 2016; Roohafza, Ramezani, Sadeghi, et al., 2011; Tausig, 1982
	move into a more conducive work role	Kidd, 2008
	improved work conditions	Suh, Diener, & Fujita, 1996
	promoted at work	Dohrenwend, Askenasy, Krasnoff, et al., 1978; Specht, 2017; Suh, Diener, & Fujita, 1996; Tausig, 1982
	significant success at work	Dohrenwend, Askenasy, Krasnoff, et al., 1978; Tausig, 1982
	moving on to a better job	Dohrenwend, Askenasy, Krasnoff, et al., 1978
returned to work after not working for a long time	Dohrenwend, Askenasy, Krasnoff, et al., 1978	

Overarching Theme	Name of event	As categorized in
Work (neutral or bidirectional events)	finding a part time job	Clements & Turpin, 1996
	major changes in working conditions	Holmes & Rahe, 1967; Sarason, Johnson, & Siegel, 1978
	reorganization at work	Tausig, 1982
	a significant change in revenue	Pocnet, Antonietti, Strippoli, et al., 2016
	changes in dealing with customers	Roohafza, Ramezani, Sadeghi, et al., 2011
	transfer	Tausig, 1982
	taking on significantly more work load	Dohrenwend, Askenasy, Krasnoff, et al., 1978
	sharply reduced workload	Dohrenwend, Askenasy, Krasnoff, et al., 1978
	relocation	Pocnet, Antonietti, Strippoli, et al., 2016
	stopped working for a significant period	Dohrenwend, Askenasy, Krasnoff, et al., 1978
	retirement	Erdoğan, Baran, Avlar, et al., 2008; Pocnet, Antonietti, Strippoli, et al., 2016; Rubin, Berntsen, & Hutson, 2009; Specht, 2017; Sarason, Johnson, & Siegel, 1978
	different work responsibility	Holmes & Rahe, 1967; Sarason, Johnson, & Siegel, 1978; Tausig, 1982
	major changes in working hours	Sarason, Johnson, & Siegel, 1978; Tausig, 1982
	change in type of work	Pocnet, Antonietti, Strippoli, et al., 2016; Specht, 2017; Tausig, 1982
	business readjustment	Holmes & Rahe, 1967
work-life entry	Dohrenwend, Askenasy, Krasnoff, et al., 1978; Erdoğan, Baran, Avlar, et al., 2008; Rubin, Berntsen, & Hutson, 2009; Specht, 2017	

Overarching Theme	Name of event	As categorized in
Work (largely negative events)	moving to worse job	Dohrenwend, Askenasy, Krasnoff, et al., 1978
	demoted at work	Dohrenwend, Askenasy, Krasnoff, et al., 1978; Tausig, 1982
	trouble with employer	Sarason, Johnson, & Siegel, 1978
	quarrels with boss	Holmes & Rahe, 1967; Dohrenwend, Askenasy, Krasnoff, et al., 1978; Roohafza, Ramezani, Sadeghi, et al., 2011; Tausig, 1982
	quarrels with colleagues	Roohafza, Ramezani, Sadeghi, et al., 2011; Rubin, Berntsen, & Hutson, 2009; Suh, Diener, & Fujita, 1996; Tausig, 1982;
	suffering a business loss/ failure	Dohrenwend, Askenasy, Krasnoff, et al., 1978; Tausig, 1982
	physically difficult/ unsafe working place	Roohafza, Ramezani, Sadeghi, et al., 2011
	facing problems in training program	Dohrenwend, Askenasy, Krasnoff, et al., 1978
	failure in a training program	Dohrenwend, Askenasy, Krasnoff, et al., 1978
	relational difficulties at work	Pocnet, Antonietti, Strippoli, et al., 2016
	major problems wit co- workers	Suh, Diener, & Fujita, 1996
	being in danger of being demoted/ suspended/ losing job	Sarason, Johnson, & Siegel, 1978
	increased working hours	Roohafza, Ramezani, Sadeghi, et al., 2011
	lower pesponsibility at work	Tausig, 1982
	concern about future	Roohafza, Ramezani, Sadeghi, et al., 2011
	failure in career	Erdoğan, Baran, Avlar, et al., 2008
	professional failure	Pocnet, Antonietti, Strippoli, et al., 2016
	unemployment/ fired /laid off	Holmes & Rahe, 1967; Pocnet, Antonietti, Strippoli, et al., 2016; Roohafza, Ramezani, Sadeghi, et al., 2011; Suh, Diener, & Fujita, 1996; Tausig, 1982; Specht, 2017;

TABLE 2:
FINDINGS OF STUDY 1

1: EVENTS IN THE NON-WORK DOMAIN

1.1: Events in the Family Domain

Summarized Description/ Basic Theme	Higher Order Theme
birth of child	expansion of family
Marriage	
birth of child	milestones in life
Marriage	
retirement of parents	
setting up own nest	
settling down	relationships getting stronger
major support from the spouse	
supporting one's spouse	relationships getting weaker
conflicts with spouse	
conflicts within parents	
married against parents' wishes	
moving away from close others	
setting up own nest	trauma in family
loss of a family member	
A negative event in the family	
a clash between own family and partner's family	

1.2: Events in the Intellectual Domain (in the non-work domain)

Summarized Description/ Basic Theme	Higher Order Theme
a major change in political beliefs	changes in macro beliefs
a major change in religious beliefs	
intellectual engagement with another	intellectual engagement
pursuit of knowledge	

1.3: Events related to the Pursuit of Meaning

Summarized Description/ Basic Theme	Higher Order Theme
period of deliberate intense reflection	experimenting to find a better non-work life
a phase of experimentation with various activities	
pursuing passions/dreams	pursuit of known passions
participating in a spiritual experience	searching for meaning in new domains

1.4: Events in the Domain of Romance

Summarized Description/ Basic Theme	Higher Order Theme
love marriage	Romance
romantic relationship	
traumatic romantic relationship	

1.5: Events in the Social Domain (in the non-work domain)

Summarized Description/ Basic Theme	Higher Order Theme
diversity exposure in terms of people	diversity exposure
influence outside workplace	influence outside workplace
marriage called off	marriage called off
building a new deep friendship	social life improved
major improvement in social life	
mentorship in personal life	
failure of romantic relationship	social life reduced
a major decrease in social life	
moving away from close others	
marriage called off	
marriage called off	facing social stigma

1.6: Events in the Spiritual Domain

Summarized Description/ Basic Theme	Higher Order Theme
a major change in religious beliefs	spiritual
spiritual experience	

1.7: Events in the Physiological/ Health Domain

Summarized Description/ Basic Theme	Higher Order Theme
aging and its effects	physiological
major health issues of self	

1.8: Events in the Cultural Domain(in the non-work domain)

Summarized Description/ Basic Theme	Higher Order Theme
the first phase of interacting with foreign co-workers	cultural experience/change
working in a foreign country	
India return	
relocation (within India)	

1.9: Events in the Domain of Leisure/ Hobbies

Summarized Description/ Basic Theme	Higher Order Theme
pursuing a new hobby/ recreation	leisure/ hobbies
pursuing artistic interests	

2.EVENTS IN THE WORK DOMAIN

2.1: Events in the cultural domain (Work)

Summarized Description/ Basic Theme	Higher Order Theme
the first phase of interacting with foreign coworkers	dealing with people from a different culture at work

2.2: Events in the ethical domain(work)

Summarized Description/ Basic Theme	Higher Order Theme
ethical dilemma at work	ethical dilemma

2.3: Events at the macro level

Summarized Description/ Basic Theme	Higher Order Theme
crisis of company	macro-level event
failure of firm	
failure of Project	
restructuring of firm	
the global financial crisis	

2.4: Events influenced by motivation

Summarized Description/ Basic Theme	Higher Order Theme
a frustrating period at work	demotivation experienced
overlooked for an expected promotion	
burnout at work	
disillusionment at work	
working under a bad boss	
being mentored	motivation/inspiration experienced
observing mastery at work	
going beyond the prescribed role	
turning around a failing project	
effort significantly more	
increased time spent at work	
unexpected promotion at work	
excessively ambitious phase	
commitment being rewarded	

2.5: Events related to the search and pursuit of meaning (work)

Summarized Description/ Basic Theme	Higher Order Theme
deliberate unconventional choices in career	experimenting to find suitable work
going beyond the prescribed role	
a phase of experimentation & reflection	
working as per wishes (time, energy) freelancing	move to more well-aligned work
discovery of job type to pursue	
move to a better-fitted job	
moving to a better-suited industry	
shift to more meaningful work	reflection and contemplation
pursuing passion/dreams	
period of deliberate intense reflection	

2.6: Events related to rapid change

Summarized Description/ Basic Theme	Higher Order Theme
beginning of career	rapid change
change company	
changing jobs/ work type/ industry	
Entrepreneurship	
Being mentored	

2.7: Events in the Intellectual domain

Summarized Description/ Basic Theme	Higher Order Theme
participation in a major professional examination	Deliberately taking up intellectual challenges
shift to very different work	
taking initiative beyond the prescribed role	
turning around a failing project	
adapting to an innovative business	challenges encountered at an intellectual level
beginning of career	
being mentored	
changing jobs/ work type/ industry	
shifting to data analytics mode of business	
entrepreneurship	
facing a very demanding client	
first customer-facing role	
the first phase of interacting with foreign coworkers	
first time handling much more senior people	
getting into a more public role	
getting into a team management role	
more influential role	
more responsible role	
moving from back end to front end role	
moving to a broader role	
period of a steep learning curve	
A phase of sharp business growth	
working in a foreign country	
failing in a professional examination	failure in the intellectual domain
unexpected failure at an interview	
being mentored	intellectual engagement with others
first time handling much more senior people	
intellectual engagement with another	
first customer-facing role	learning to deal with a new set of people
the first phase of interacting with foreign coworkers	
first time handling much more senior people	
getting into a more public role	
getting into a team management role	
more influential role	
moving from back end to front end role	

Events in the Intellectual Domain (continued)

Summarized Description/ Basic Theme	Higher Order Theme
gaining perspective on business	perspective gained
seeing a macro perspective at work	
shift to a strategic leadership position	
adapting to an innovative business	rapid learning phase
beginning of career	
being mentored	
changing jobs/work type/ industry	
entrepreneurship	
first time handling many senior people	
more responsible role	
moving to a broader role	
moving to a strategic big picture role	
observing mastery at work	
opportunity to attend training programs	
period of a steep learning curve	
shift to a strategic leadership position	
working in a foreign country	
back to a more technical role	Increased specialization

2.8: Events related to the Financial Domain

Summarized Description/ Basic Theme	Higher Order Theme
changing jobs/ work type/ industry	financial change
entrepreneurship	
shift to a more relaxed job	
taking initiative beyond the prescribed role	financial concerns
facing fears of losing the job	
facing losses in business	
unemployment phase	financial improvement
beginning of career	
commitment being rewarded	
going beyond the prescribed role	
loans being cleared	
more influential role	
more responsible role	
A phase of sharp business growth	
promoted at work	
turning around a failing project	
unexpected promotion at work	
working in a foreign country	

2.9: Events related to the social domain (in the work domain)

Summarized Description/Basic Theme	Higher Order Theme
conflict with business partner	Conflict
conflicts with leader	
other conflicts at the workplace	
the first phase of interacting with foreign co-workers	diversity exposure
building a professional network	influence increased
entrepreneurship	
first customer-facing role	
first time handling much more senior people	
getting into a more public role	
getting into a team management role	
moving from back end to front end role	
moving to a broader role	
positively managing a very demanding client	
building a professional network	
getting into a team management role	
moving from back end to front end role	interactions increased
back to a more technical role	interactions reduced
entrepreneurship	leadership challenge
A phase of sharp business growth	
more relaxed phase at work	more time for social interactions
shift to a more relaxed job	
overlooked for an expected promotion	negative treatment at the workplace
being mentored	positive treatment at the workplace
positively influenced at workplace	
promoted at work	
unexpected promotion at work	
achievement - high achievement phase	respect gained at the workplace
coming of age as a consultant	
commitment being rewarded	
going beyond prescribed role and succeeding	
turning around a failing project	changes in the social network
back to the job market after a significant time	
beginning of career	
building a professional network	
changing jobs/ work type/ industry	
shifting to data analytics mode of business	
Entrepreneurship	
working in a foreign country	

Events related to the social domain (in the work domain) (continued from above)

Summarized Description/ Basic Theme	Higher Order Theme
facing losses in business	social stigma
failing in a professional examination	
failure in career	
failure of Project	
job loss	
unemployment phase	
facing a very demanding client	socially challenging phase
first customer-facing role	
first phase of interacting with foreign coworkers	
first-team management role	
first time handling much more senior people	
getting into a more public role	

2.10: Major Achievement at Work

Summarized Description/ Basic Theme	Higher Order Theme
taking initiative beyond role & succeeding	major achievement at work
turning around a failing project	
major achievement at work (other)	
failure in project	Failure in work-related aspects
failure in career	
failure in professional examination	

Table 3
(Themes for chapter 2)
Mentorship

SUB-THEMES	THEMES
1.1: Gaining confidence by learning from the mentor:	1. GAINING CONFIDENCE & SELF BELIEF
1.2: Gaining confidence by performing well with the mentor's help	
1.3: Mentor having belief in me which I didn't have	
1.4: Increased assertiveness	
1.5: Confidence to later set up my own company	
1.6: Higher aspirations for the self	
2.1: Inspired to work harder	2. IMPROVED EFFORT & PERFORMANCE
2.2: Expansion of range of roles (and performing well there)	
3.1: Receiving access to training and development resources and opportunities	3. INCREASED OPPORTUNITIES & LESSER THREATS
3.2: Special assignments	
3.3: Given confidence to experiment and try out new roles at work	
3.4: Seen as a person with high potential & hence more opportunities (even at the macro level):	
3.5: Having a sounding board for their thoughts	
3.6: Being given a safety net to accommodate for failure	
4.1: Explicit learnings taught by the mentor	4. LEARNINGS DUE TO THE MENTOR
4.2: Receiving feedback from the mentor:	
4.3: Gaining an understanding of human behavior due to the mentor	
4.4: Observational learnings from the mentor	
4.5: Improved on weaknesses	
4.6: Learning in personal life	
5.1: Having a North Star in my career:	5. MODELING THE SELF BASED ON THE MENTOR
5.2: Learning from the virtues, values & principles of the mentor:	
6.1: Wisdom gained due to the mentor	6. WISDOM/ PERSPECTIVE GAINED.
6.2: Gaining perspective	
7.1: Realized that my growth was important to my mentor	7. REALIZATION THAT THEY ARE IN A NURTURING ENVIRONMENT
7.2: Pleasantly surprised that corporates can also be nurturing & have good people.	
8.1: Eagerness to repay the trust placed on me	8. GRATITUDE & DESIRE TO CONTRIBUTE BACK
8.2: Desire to be a mentor myself and help other people:	
9.1: Made a friend for life/ sharing a good relationship with a mentor:	9. BENEFITS IN PERSONAL LIFE
9.2: Development of common interests	
9.3: Help received in dealing with personal life.	
9.4: Learning in personal life	
9.5: Access to mentors' network of friends and acquaintances:	

10: Desire to create an empowering and positive culture in own venture	10. DESIRE TO CREATE AN EMPOWERING AND POSITIVE CULTURE IN OWN VENTURE
11: Increased security in the job market	11. INCREASED SECURITY IN THE JOB MARKET
12.1: Realizing the importance of multiple mentors	12. REALIZATION OF THE IMPORTANCE OF MULTIPLE MENTORS ON THEIR WAY UP
12.2: Realizing the importance of mentors who are on the way up	
13: Improved professional network	13. IMPROVED PROFESSIONAL NETWORK
14: Differences of opinion/conflict	14. DIFFERENCES OF OPINION/ CONFLICT.
15: Expectations from later managers increased	15. EXPECTATIONS INCREASED FOR LATER MANAGERS

(continued on below page)

Table 4
(Themes for chapter 3)
Working Abroad

SUB-THEMES	THEMES
1.1: Realizing the relativity of values, priorities, choices, ways of life	1: BECOMING MORE BROAD-MINDED
1.2: Realizing the differences in the way people behave & work	
1.3: Becoming more open-minded	
1.4: Becoming open to working abroad	
2.1: Exposure to working at a global level	2: CULTIVATING THE GLOBAL PERSPECTIVE
2.2: Started following global events rather than just Indian events	
2.3: Viewing businesses scale from the global perspective	
3.1: Enhancing my career:	3: ENHANCING CAREER & FINANCES
3.2: Financial Benefits	
4.1: Confidence gained in working anywhere	4: CONFIDENCE
4.2: Confidence gained that they can be a successful entrepreneur at the global level:	
5.1: Realizing the importance of work-life balance	5: INCREASED IMPORTANCE PLACED ON TIME
5.2: Respect for others time and theirs	
6.1: Greater well-being & positive emotions	6: IMPROVED EMOTIONAL WELL BEING
6.2: Having a sense of gratitude	
7.1: Becoming very good friends with those whom I was staying with	7: IMPORTANCE PLACED ON SOCIAL RELATIONSHIPS ABROAD
7.2: Realized the importance of social relationships at work	
7.3: Temporarily being cut off from people at home	
8.1: Fulfilment of aspiration of living/ working abroad	8: ASPIRATION FULFILLED & GRATITUDE
8.2: Having a sense of gratitude	
9.1: Realizing that a career in India has its advantages .	9: REALIZATIONS ABOUT THEMSELVES & THEIR COUNTRY
9.2: Realized that Indians are respected for their intelligence	
10.1: Adapting to other cultures/ work cultures	10: ADAPTATION
10.2: Improved Skill Set to adapt (EI, English, BL)	
10.3: Realized that culture must be factored into the business model of international firms:	
11.1: Facing racism	11: RACISIM & CONCERN FOR PERSONAL SAFETY
11.2: Concern for personal safety	
11.3: Behaved in fear & conservatively (Middle East)	
12: Picking up the good/bad aspects of other cultures	12: PICKING UP THE GOOD/ BAD ASPECTS OF OTHER CULTURES
13: Liking & disliking aspects of the host culture	13: LIKING & DISLIKING ASPECTS OF THE HOST CULTURE
14.1: Sharing experiences with others	14: SHARING EXPERIENCES & LEARNINGS WITH OTHERS
14.2: Passing on learnings to others	
15: difficulties faced as a vegetarian	15: DIFFICULTIES FACED AS A VEGETARIAN

16.1: learned to enjoy alone time	16: LEARNED TO ENJOY ALONE TIME
17.1: Exploring the places around the workplace	17: EXPLORING THE PLACES / EVENTS AROUND THE WORK LOCATION
17.2: Exploring events around the workplace	
18.1: Improved empathy	18: IMPROVED EMOTIONAL INTELLIGENCE
18.2: Improved Self-Management	
18.3: Improved Social Skills	

Table 5
(Themes for Chapter 4)
Bereavement

SUB THEMES	THEMES
1.1.1: Family as a priority increased	1.1: Emphasis on ones' family (INCREASED PRIORITY ON RELATIONSHIPS)
1.1.2: Sharing my resources with my family	
1.1.3: The realization that relationships are essential as they grow older	
1.1.4: Coming together as a family	
1.2: More Humane towards other individuals	1.2: More humane towards other individuals (INCREASED PRIORITY ON RELATIONSHIPS)
2.1: Career taking back seat:	2: DECREASED EMPHASIS ON THE MATERIALISTIC ASPECTS OF LIFE
2.2: Lesser importance to money & possessions	
3.1: Loss of a direct source of help	3: LOSS OF A DIRECT SOURCE OF HELP:
4.1: Realization of the limits of what one can do in life:	4: REALIZATION THAT LIFE & WHAT CAN BE DONE IS LIMITED
4.2: The unpredictability of life & its transience:	
5.1: Priorities & living on one's terms	5: TAKING OWNERSHIP OF ONE'S OWN LIFE:
5.2: Becoming more responsible	
5.3: Taking responsibility for one's own health	
5.4: deliberate pursuit of interests to increase happiness	
6.1: Gaining confidence in dealing with life	6. INCREASED INNER STRENGTH
6.2: Realized that people have resilience:	
6.3: Inspired by the courage displayed:	
7.1: imbibing the positive qualities from the lost one's character:	7. LESSONS LEARNT FROM THE LOST ONE
7.2: Wanting to leave a legacy like the lost one	
8.1: Denial	8: NEGATIVE EMOTIONS EXPERIENCED
8.2: Shock	
8.3: Fear/ worry	
8.4: Helplessness	
8.5: Regret	
8.6: Guilt	
8.7: Indifference to others/ reduced Compassion	
8.8: Feeling of incompleteness in family	
8.9: Anger, Sadness & depression	
9: Risk aversion	9: RISK AVERSION

10.1: Relief that lost one's suffering has ended	10: OTHER SILVER LININGS
10.2: Coming to terms with the loss after the short term	
10.3: More freedom (in terms of the location to be based) :	
10.4: acceptance that something inevitable was over	
11.1: The thought that one is essentially alone	11: REFLECTIONS & ACTIONS TAKEN
11.2: Became more reflective about one's life	
11.3: Reflection and pursuit of happiness	
11.4: Pursuit of core interests such as education	