

Constructing careers in a global economy

Savickas, M. L. (2007, July). Constructing careers in a global economy: Story as a holding environment. In F. Dorn (Chair) *New directions in career intervention: Invigorating career theory and practice*. Symposium conducted at the annual meeting of the American Psychological Association. San Francisco, CA.

Plateaus

- Individuals cannot expect to live the meta-narrative of career articulated by Super.
- The maintenance stage is gone for most Americans.



Assume greater personal responsibility for their own careers

- Understanding their own needs
- determining their goals
- managing their careers.

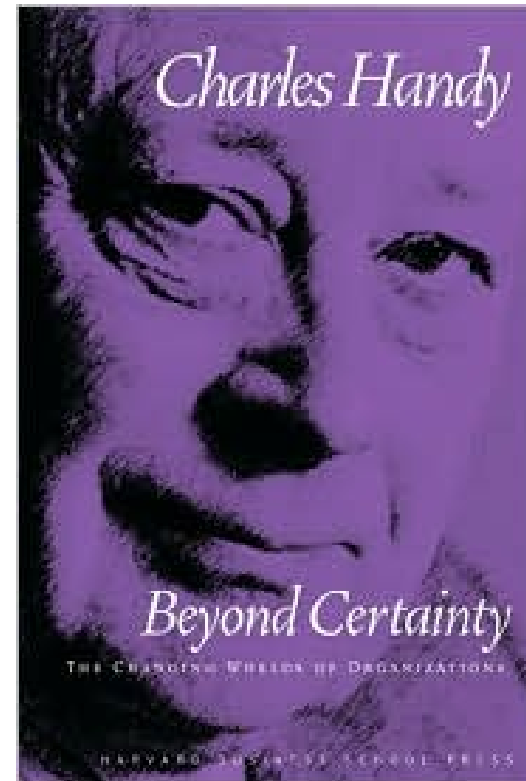
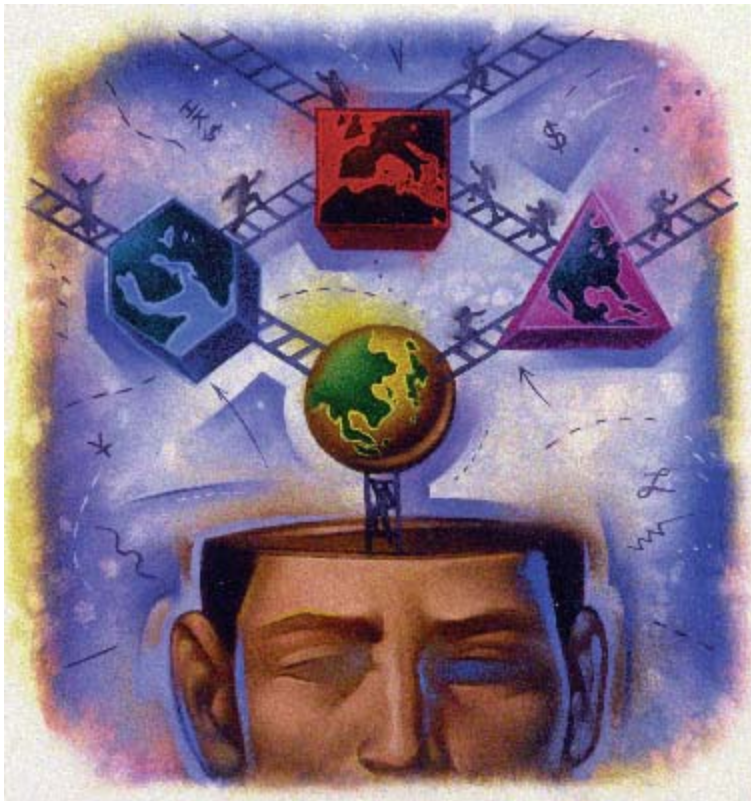


ME, INCORPORATED

A rectangular area filled with alternating yellow and black diagonal stripes, creating a caution or construction warning pattern.

Under Construction

- a portfolio of jobs rather than a single career or profession



“Portfolio worker” in a
“Shamrock Organization”
(in which professional
core workers, freelance
workers and part-
time/temporary routine
workers each form one
leaf of the “Shamrock”).



Professional Core

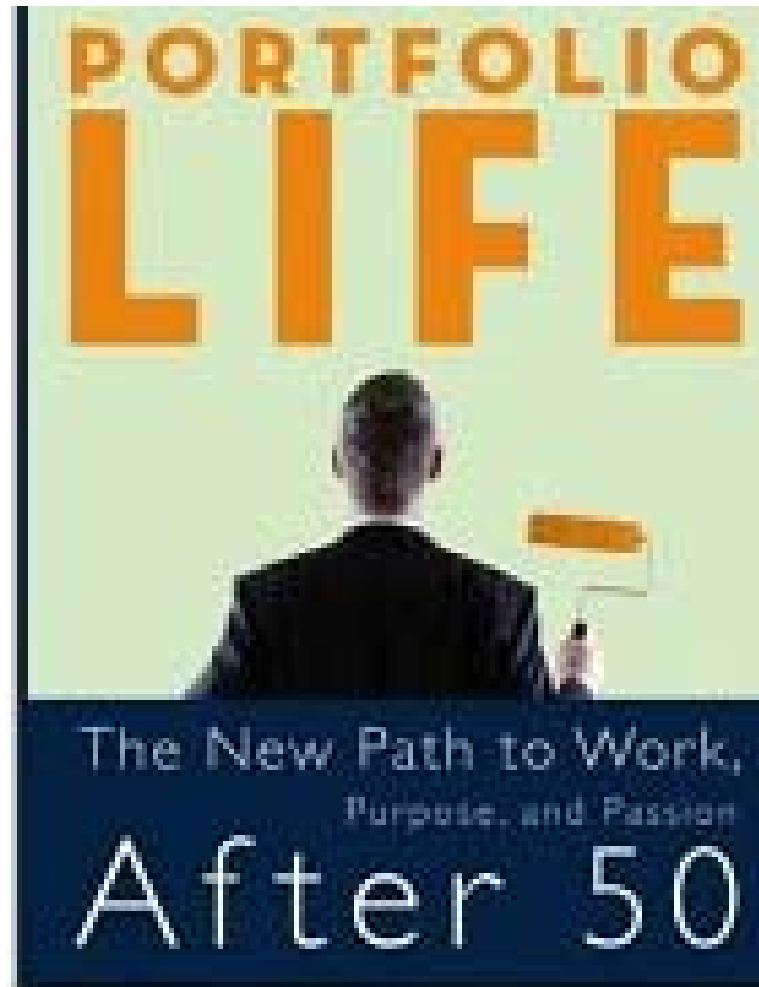
- qualified professionals, technicians, managers
- they own the organizational knowledge; hard to replace
- task culture
- number of employees goes down (small core), but productivity and pay increase

Flexible Labor Force

- part-time and temporary workers (fast growing)
- role culture
- employees' treatment influences their output

Contractual Fringe

- takes on increasingly larger proportion of work
- example: advertising, research, computing, catering are done outside the organization by agencies
- pay for output, not for input



Portfolios have replaced plateaus

Portfolio Life

Handy explains the concept as "a portfolio of activities - some we do for money, some for interest, some for pleasure, some for a cause... the different bits fit together to form a balanced whole greater than the parts".

New story for career

- Buehler
- Miller and Form

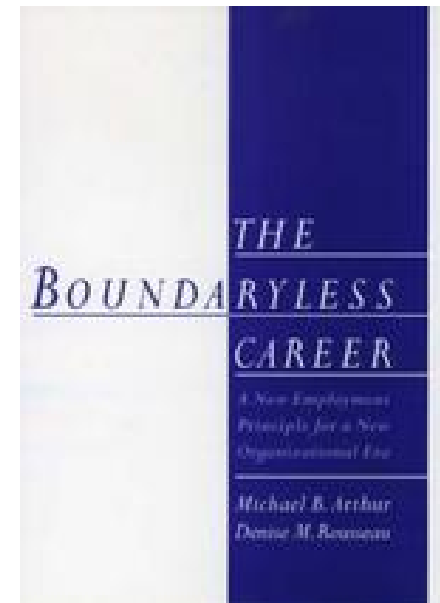


New metaphors for career

Protean career



Boundaryless
career



Employ Ability

Communicate in writing



Communicate face to face

Can identify problems



Can think creatively

Can solve problems logically



Respect the views and contributions of others

Are punctual and manage own time



Adaptable – can change direction

Will ask questions – able to learn from mistakes



Have a positive outlook (go for it)



Intelligent Career



- Knowing-why (IDENTITY): values, motives, interests personal meaning and construction of identity
- Knowing-how: (KNOWLEDGE) skills and expertise
- Knowing-who (RELATIONSHIPS): relationships that support unfolding career. They provide information, support, and reputation



Michael Arthur



Place

- Place is a bounded location
- Has interpretive schema and norms, resources
- Place has routines, and routine and habits sustains a sense of self



Anthony Giddens

Protean Career Orientation



- Proteus was a flexible shape shifter who could adapt to circumstances.
- Hall describes protean career as driven by values and directed by self.
- Two meta-competencies chart a career course through the work terrain: identity and adaptability.

Protean" has positive connotations of flexibility, versatility and adaptability.

Protean Career Orientation

- A career that is driven by the person, not the organization, and that will be reinvented by the person from time to time, as the person and the environment change.
- Focus on *psychological* success rather than vertical success
- Lifelong series of identity changes and continuous learning
- Job security replaced by the goal of employability
- The new career contract is not a pact with the organization; rather, it is an agreement with one's self and one's work

Boundaryless Career Orientations

Psychological Mobility

High

Low

High

Boundaryless

Close-minded

Physical Mobility

Low

Open-minded

Traditional

Protean Career Orientations

IDENTITY

High

Low

High

Protean

Reactive

ADAPTABILITY

Low

Rigid

Dependent



Jon Briscoe

Career Orientations



Douglas Hall

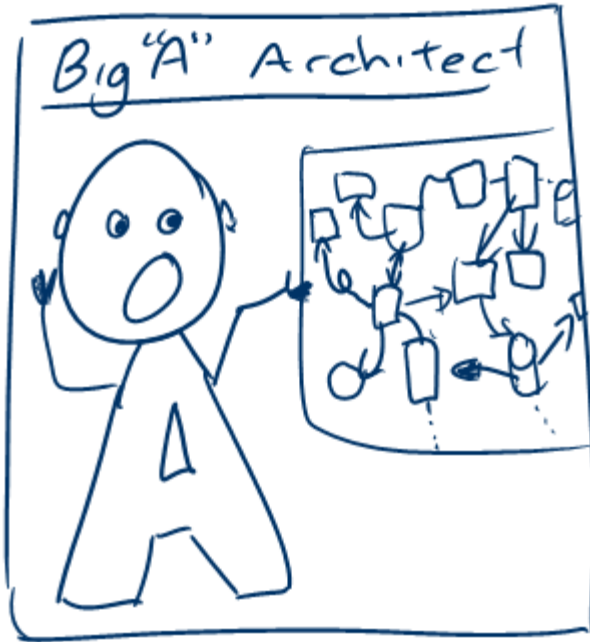
- **The four quadrants of the boundaryless and the four quadrants of the protean orientations produce 16 possible career orientations.**
- **From these 16 possibilities, Briscoe and Hall identified 8 probable career profiles, calling them scripts.**

Trapped or Lost

- Low on all four dimensions
- Lack inner values to direct self
- Lack boundaryless perspective to envision new opportunities
- Suggested interventions:
 - values clarification
 - increased self-efficacy



Career Architects



- High on all four dimensions
- Strong convictions
- Self-regulation
- Open-minded
- World traveler

Briscoe and Hall called for major research energy to helping career actors in each of the eight scripts become aware of their orientations, opportunities, and context.



Kevgiryaraq

MESSENGER FEAST

The Messenger Feast is a celebration between two villages. The villages exchange gifts that help each one sustain life.

Career Construction and Life Design

Major components are

- Identity in form of a story
- Adaptability in form of psychosocial self-regulation

IDENTITY

IN AN
UNCERTAIN
WORLD,
CONSTRUCT
CERTAINTY
WITHIN OWN
SELF.



Story

- When organizational boundaries become permeable and do not offer a strong definition for self, other boundaries are needed.
- Boundaries are needed for meaning making
- Guichard = career is meaning making structure, with organizing and regulative functions
- Other boundaries have taken their place as a source of meaning, can use place to secure a sense of self.
- Community, alumni, place, friends

- Subjective career as an internal guide for self-direction and personal responsibility provides a stabilizing core for decision making.
- Internal guide for personal development



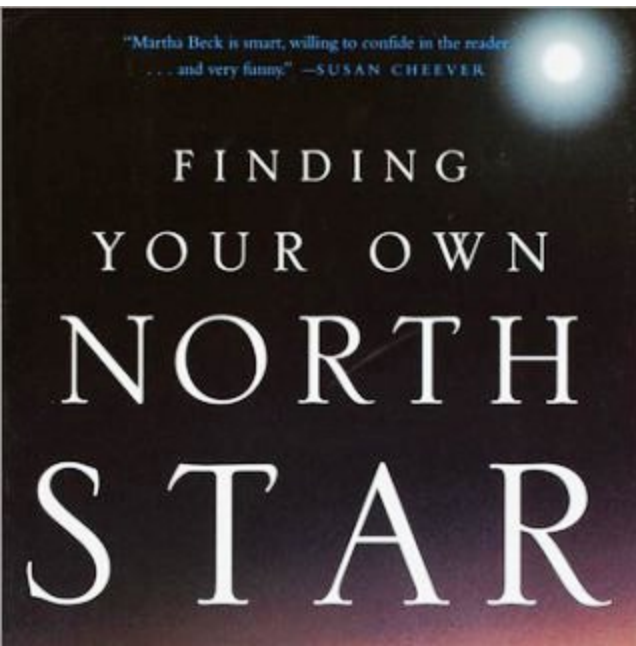
Mission Statements

People yearn to define their values in a society where many key institutions that used to provide them—family, churches, political leaders— seem to be in flux or under siege.

Things are changing so fast that many people are losing a sense of who they are and where they are going.



***A personal mission statement* gives people a way to define who they are, set priorities, and provide a beacon to stay on that course.**



IDENTITY

- **CAPACITY TO KEEP A STORY GOING BY CONTINUALLY INTEGRATING EVENTS.**

(Giddens, 1991)

- IN THE PAST, ONE'S CAREER OR JOB FIXED ONE'S IDENTITY, VIRTUALLY FOR LIFE.
- CONTEMPORARY LIFE IS FRAGMENTS, TENTATIVE, EXPERIMENTAL, DISCONTINUOUS, FULL OF TENSION AND AMBIGUITY, AND EVER-CHANGING.

ADAPTABILITY

- CONCERN
- CONTROL
- CURIOSITY
- CONFIDENCE
- COMMITMENT