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Growth & Connect Day 2023

Bruno Ciampi

Enhancing the sustainability of careers in disruptive times

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My own journey



How to capture the changing nature of careers, critical factors influencing careers and career outcomes?

Challenges for individuals, organizations and policy makers to make careers more sustainable for all

IS WHAT'S PAST PROLOGUE? A REVIEW AND AGENDA FOR CONTEMPORARY EMPLOYABILITY RESEARCH

ABSTRACT
 Employability, which is commonly conceptualized as one's ability to track an opportunity within and between employment over time, has attracted considerable attention from scholars and practitioners alike. However, there is a need to re-examine the concept and its implications for individuals, organizations, and society at large. This paper reviews the literature on employability and offers a conceptual framework for future research. It argues that employability is a dynamic and multi-dimensional concept that encompasses not only the individual's skills and knowledge but also the social and institutional context in which they operate. The paper identifies key challenges and opportunities for research and practice in the field of employability and offers a research agenda for the future.

Journal of Vocational Behavior

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Sustainable Careers: Towards a conceptual model*

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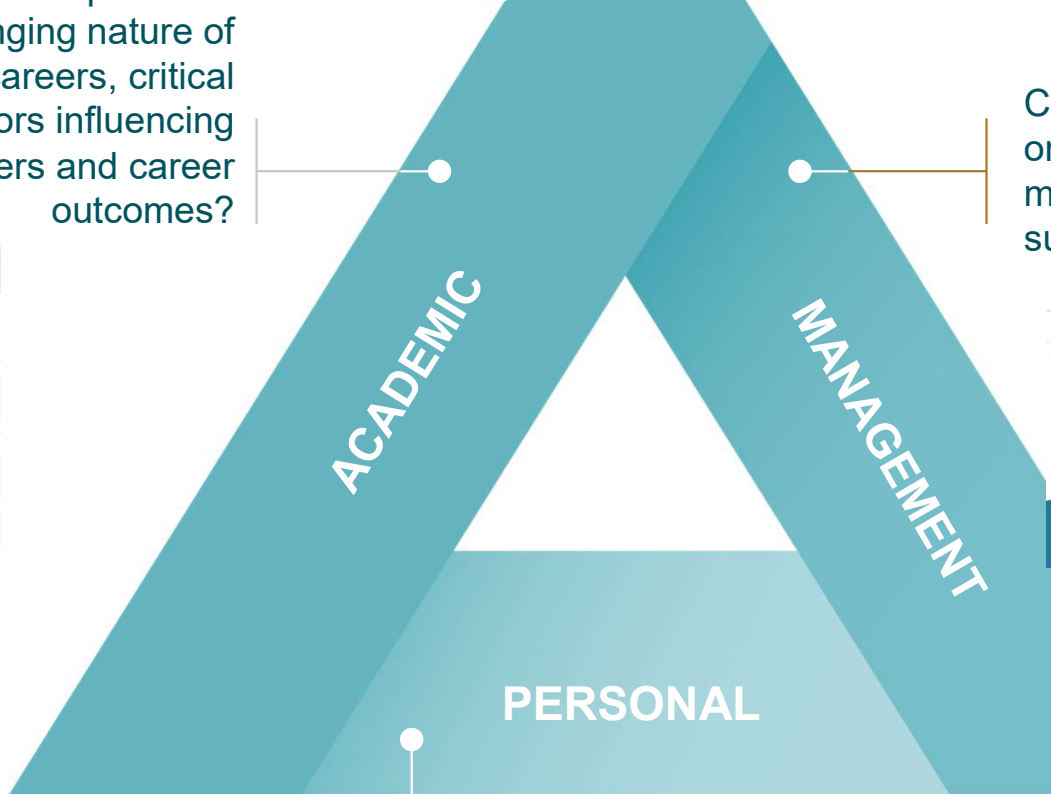
WHEN PEOPLE DON'T REALIZE THEIR CAREER DESIRES: TOWARD A THEORY OF CAREER INACTIVITY

Abstract
 Career inactivity is a phenomenon that has attracted considerable attention from scholars and practitioners alike. However, there is a need to re-examine the concept and its implications for individuals, organizations, and society at large. This paper reviews the literature on career inactivity and offers a conceptual framework for future research. It argues that career inactivity is a dynamic and multi-dimensional concept that encompasses not only the individual's skills and knowledge but also the social and institutional context in which they operate. The paper identifies key challenges and opportunities for research and practice in the field of career inactivity and offers a research agenda for the future.

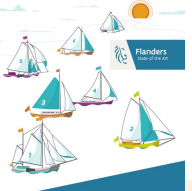
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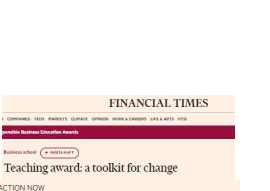
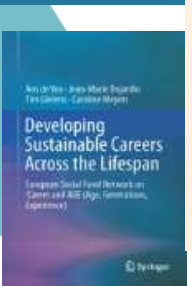
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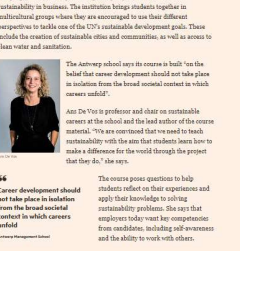
What defines a sustainable career for ourselves?



Action plan on lifelong learning SETTING SAIL FOR A LEARNING FLANDERS



Teaching award: a toolkit for change



Overview

1. A changing career context
2. The sustainability of careers
3. How to make this happen
4. From impact *on* to impact *of* careers



Careers

Sequences of work experiences that evolve over individuals' life course (Arthur et al., 1989; Arthur et al., 1999; Greenhaus et al., 2010; Hall, 1976; 2002)

Important to address the historical context for understanding how careers are being researched (Barbara Lawrence, 1984)



Time

Careers provide a 'moving perspective' (Hughes, 1958) on the unfolding interaction between a person and society (in Arthur et al., 1989, p. 8).

Social space

Careers reflect the relationships between people and the providers of official positions, namely organizations or institutions, and how these relationships fluctuate over time. (Arthur et al., 1989, p. 8).

Agency

A career is owned by an individual, who has to idiosyncratically deal with, and respond to, stability and/or change in the world of work (Briscoe and Hall, 2006) - notwithstanding many influential (structural) factors at multiple levels .

Meaning

Careers are subject to change in terms of what they bring to an individual, not in the least in terms of the value of specific career outcomes, (Arthur et al., 1999)

Time

- Increasing length, shorter sequences, unpredictability
- Decrease of upward, linear career paths

Social space

- Fading of borders between work and private life
- Increase in possible choices to move between organizations, occupations, locations throughout the career

Agency

- Growing emphasis on individual responsibility and accountability for career decisions and outcomes
- Decrease in organizationally-driven career management
- Uncertainty about the broader context

Meaning

- Rising variety of subjective rather than objective career success criteria
- Employability as a prerequisite for attaining whichever meaning of career success

Disruptive times

- Digitisation
- AI
- Globalisation
- Climate change
- Pandemic
- Geo-politics
- ...

A changing career context

Longer and less predictable



Fading of borders



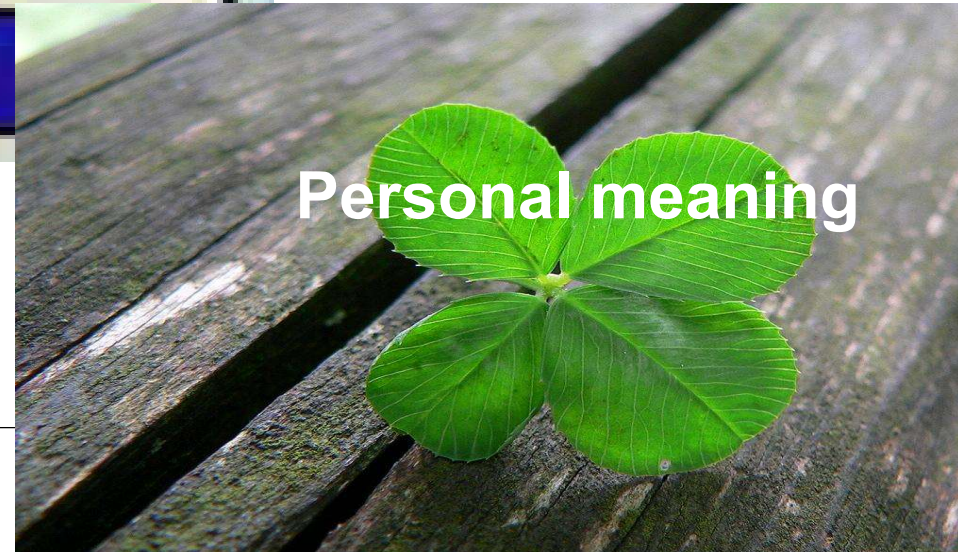
Talent as the new currency



Ownership and self-direction



Personal meaning





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A person with a large tan backpack is hiking on a dirt path through a lush, green mountain valley. The person is wearing a red, white, and blue plaid shirt. In the background, there are steep, rocky mountains with patches of snow or light-colored rock. The scene is bright and natural.

The sustainability of careers?

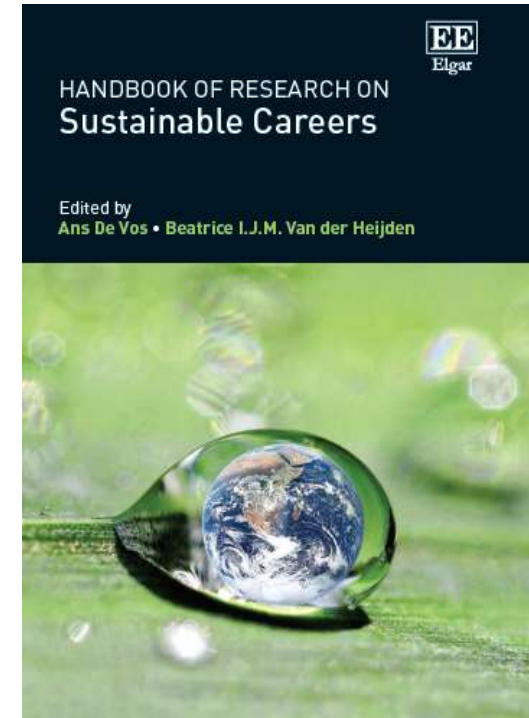
**Career development is a process,
not an outcome**

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Sustainable careers

“Sequences of career experiences reflected through a variety of patterns of continuity over time, thereby crossing several social spaces, characterized by individual agency, herewith providing meaning to the individual” (Van der Heijden & De Vos, p.7).

A particular form of human sustainability, that is, the capacity to create, test and maintain one’s adaptive capability (Holling, 2001).



Conceptualizing sustainable careers

Individual Approach

Individual is the central career actor

Systemic Approach

Careers evolve in contexts and with various stakeholders

Dynamic Approach

Process perspective, between + within persons

De Vos et al., 2020; Van der Heijden et al., 2020

Special Issue on Sustainable Careers in Journal of Vocational Behavior

Dimensions for studying sustainable careers

Person

Creating agency and meaning, e.g., through career competencies and adaptability

Context

Understanding role of various actors in different layers of context

Time

Careers as cyclical self-regulatory processes with dynamic learning

Indicators of sustainable careers

Happiness

e.g., engagement, subjective career success, fulfilling work

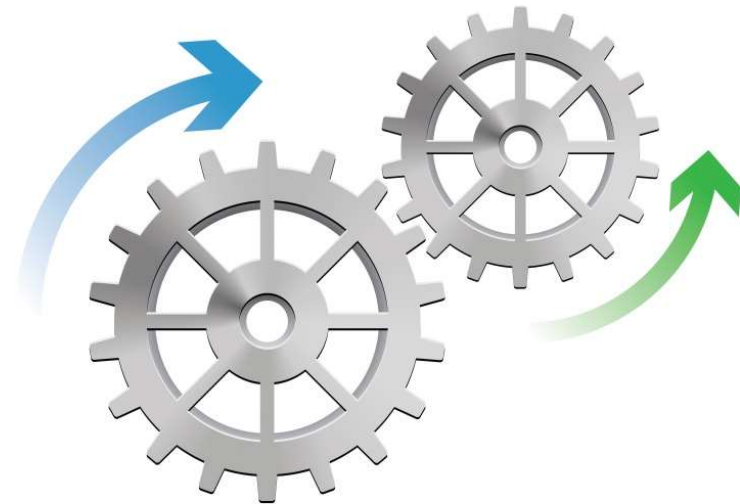
Health

e.g., workability, well-being

Productivity

e.g., performance, employability

Van der Heijden, 2005



Dynamic Person-Career Fit

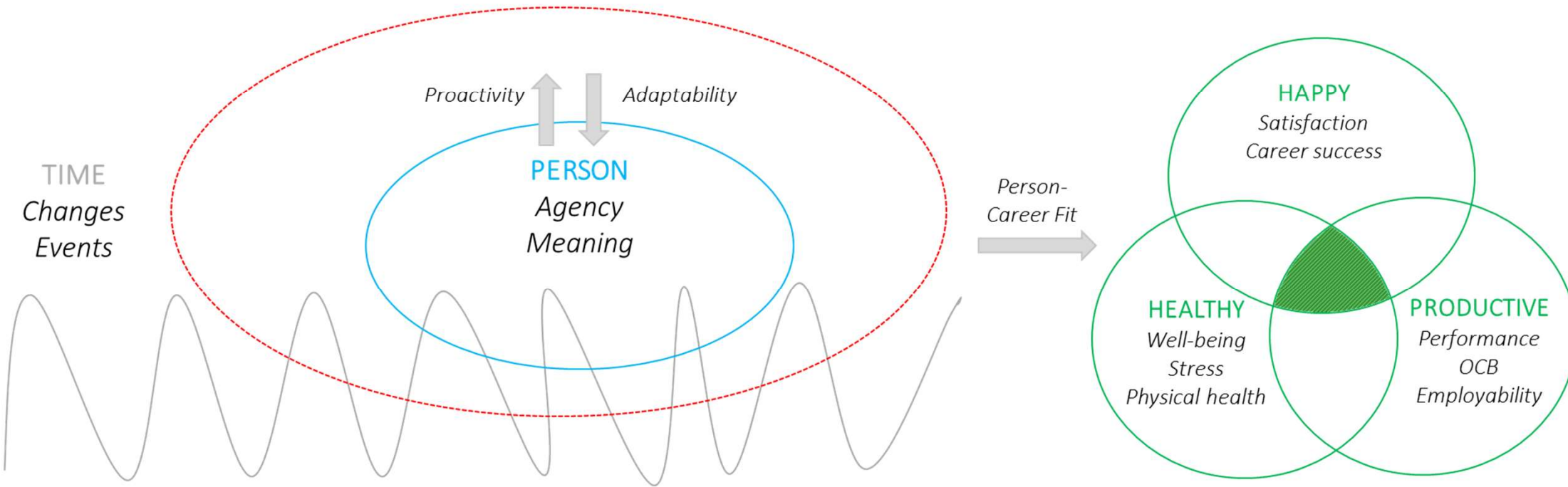
PROCESS MODEL OF SUSTAINABLE CAREERS

DIMENSIONS OF SC

INDICATORS OF SC

CONTEXT

<i>Workgroup</i>	<i>Organization</i>
<i>Occupation</i>	<i>Institution</i>
<i>Nation</i>	<i>Private life</i>



Happy

e.g., engagement, satisfaction

Healthy

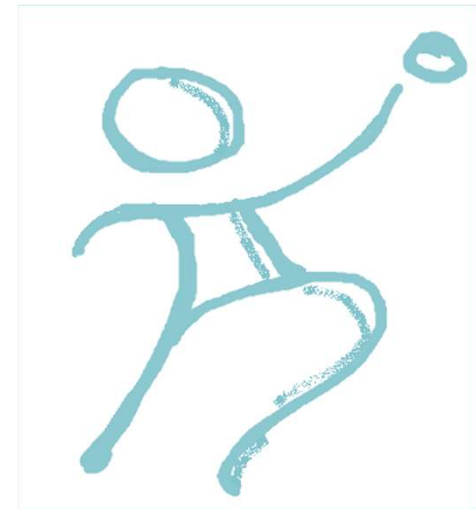
e.g., mental and physical wellbeing

Productive

e.g., performance, employability

Sustainable career development:

Throughout our professional experiences, we generate new energy, competencies and opportunities for the future



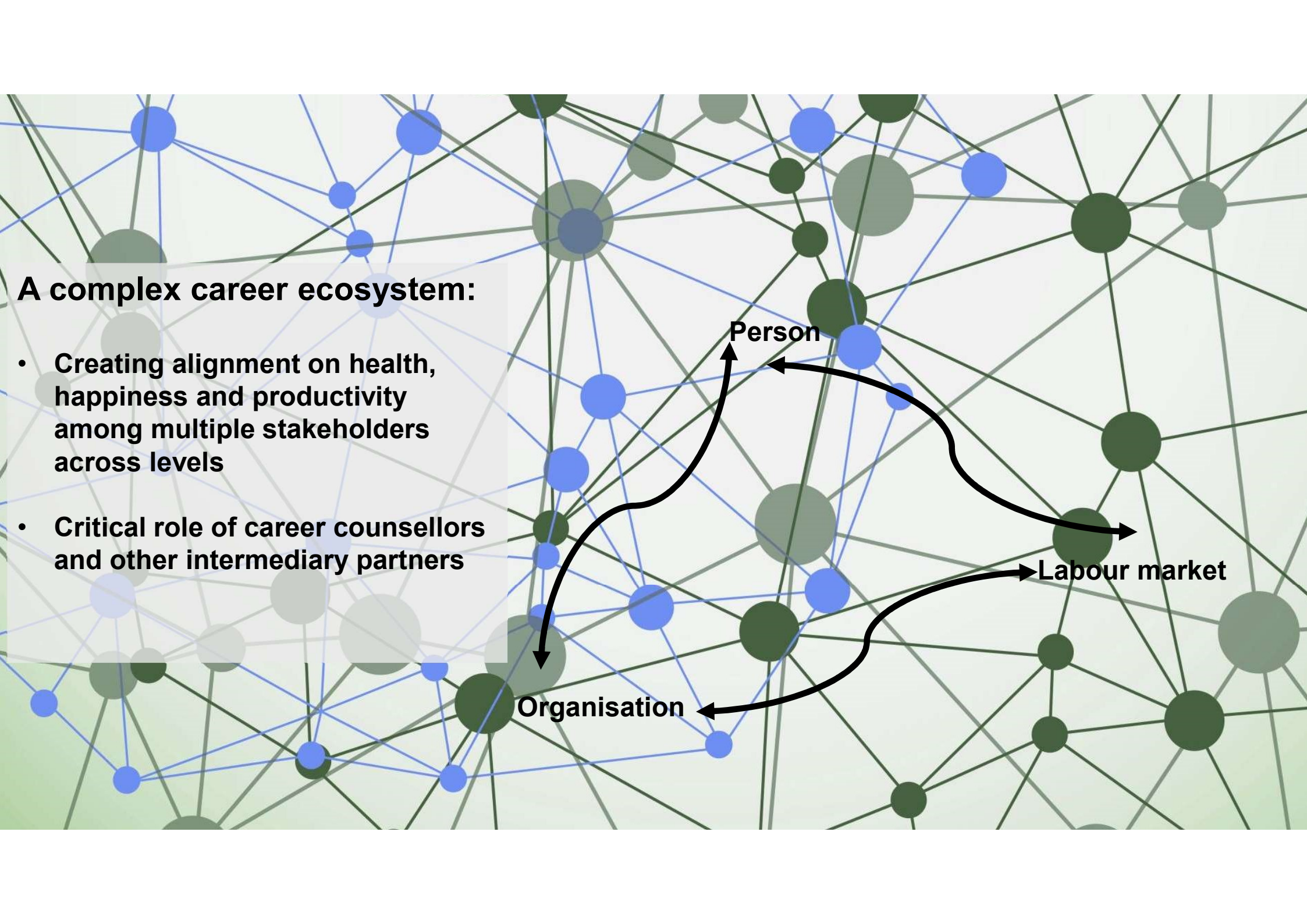
Your sine wave?



A stack of five smooth, grey stones is balanced on a beach at sunset. The stones are stacked vertically, with the largest stone at the base and the smallest at the top. The background is a soft, out-of-focus sunset over the ocean, with the sun low on the horizon, creating a warm, golden glow. The foreground is filled with many other smooth, grey stones scattered across the beach.

How to make this happen?

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A complex career ecosystem:

- **Creating alignment on health, happiness and productivity among multiple stakeholders across levels**
- **Critical role of career counsellors and other intermediary partners**

Person

Labour market

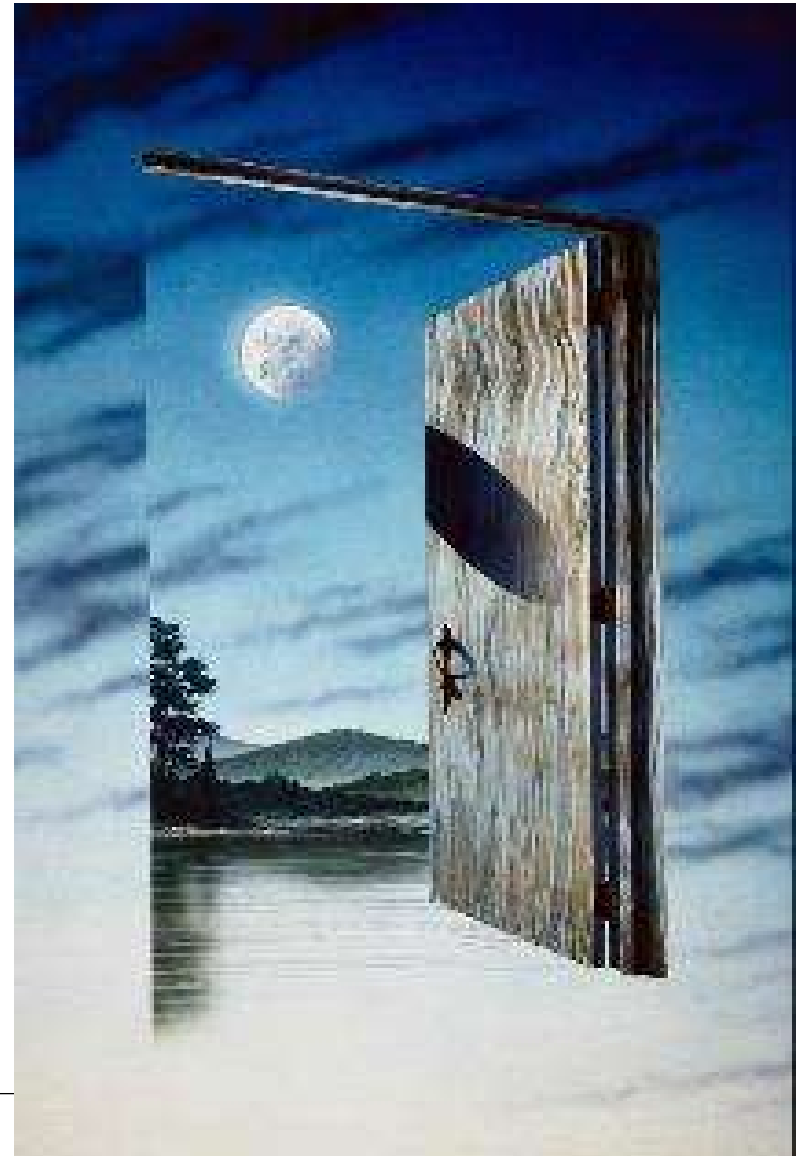
Organisation

Overcoming tensions and barriers to change

- ✓ **Short versus long term thinking**
- ✓ **Risk aversion**
- ✓ **Primacy of (certain) losses over (potential) gains**
- ✓ **Tangible versus intangible outcomes**
- ✓ **Narrow thinking**

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“Creating opportunities for people to feel motivated and capable to take ownership over their career in a sustainable way”



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Being 'Future Proof' encompasses more than employability



Career building blocks

Lizet

Workability / wellbeing



The degree to which you can cope with the physical, emotional, and mental strain and stress of work in a balanced way

Lizet

Employability



Employability refers to the fit between your knowledge, skills and experiences, and what it takes to stay employable in either your current team or elsewhere. Lifelong learning, in breadth or depth, is key to employability.

Lizet

Growth



The extent to which you can learn and continue to grow, both on a personal and professional level.

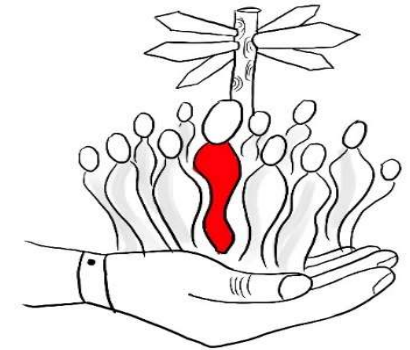
Lizet

Connection



The connection you feel with the purpose of your organization and the degree to which you feel at home in your team.

Enhancing the sustainability of careers



1. Inclusive and tailor-made practices

Leaving no one behind

Respecting unique needs of (groups of) individuals

2. Integrated approach

It's as much about employability and growth as it is about (mental) health and feeling connected

It's about the whole person - take a lifecourse perspective

3. Reactive, preventive, proactive

There is much to be solved for vulnerable people

Avoid new groups becoming vulnerable in the future

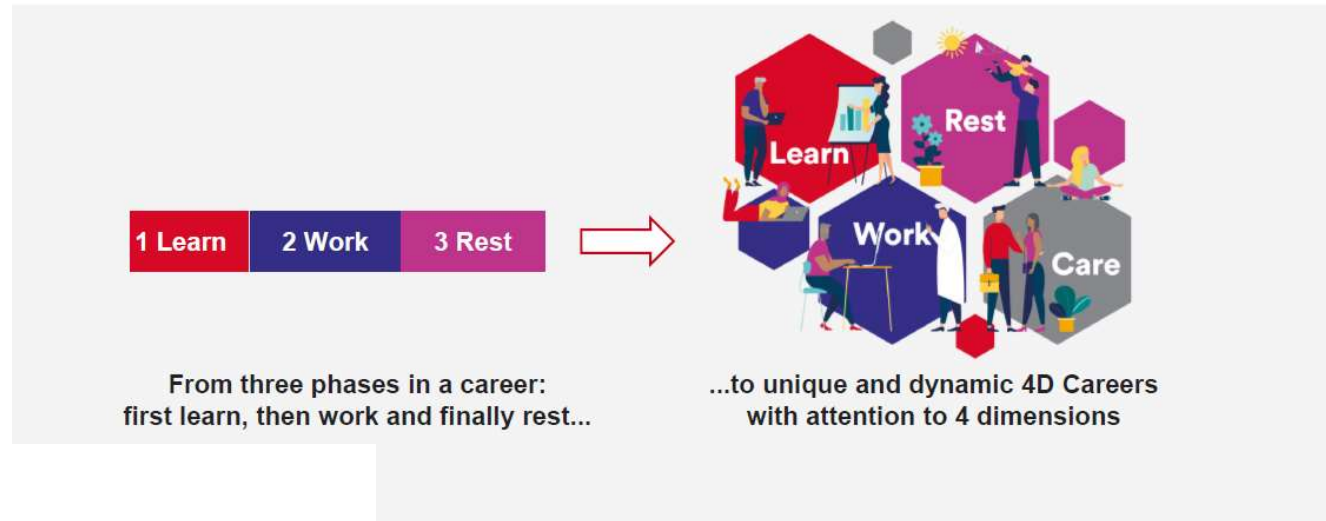
4. Facilitating self-management

People don't own their job but they do own their career – don't manage it on their behalf

Invest in career and learning competencies

4D Career approach at J&J Belgium

4D Career: a new career model



Career Dialogue session

Get ready for a quality dialogue about your 4D career with your people leader.



WHAT DO I WANT TO FOCUS ON IN THE DIALOGUE?
QUICK CHECK OF THE 4 DIMENSIONS IN MY CAREER

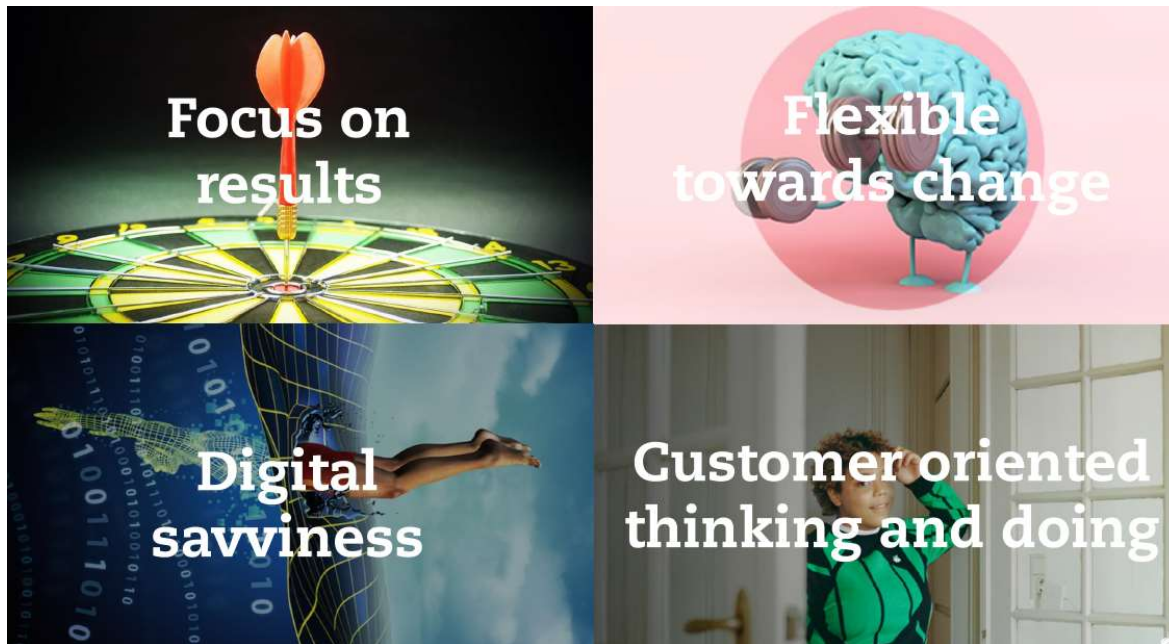
1 in reflection

Work	Learn	Rest	Care
<ul style="list-style-type: none"> I give my work direction, in what I do and how I organize it. I increase my job satisfaction by better connecting with my talents and my purposes. I respond to what the organization needs. Something else... 	<ul style="list-style-type: none"> I am learning new things. I take action to keep up with my profession. I pay attention to my personal and professional development. Something else... 	<ul style="list-style-type: none"> I take good care of my mental and physical health. I do whatever it takes to recharge my batteries, and make sure they don't run down. I take time for myself. Something else... 	<ul style="list-style-type: none"> I give enough time and energy to caring for those I love. I give space to engagement for a greater purpose when I feel it is important. Something else...

The dimension is right, or close and requires attention right now.
 The dimension also requires regular attention.
 The dimension requires regular attention in the long run.

What do I want to be sure to discuss?	What action will and can I take myself around this? How do I see that?	What do I need from my manager? What do I want to ask or suggest?	What do I find exciting about the conversation about this?

Argenta Passport: Enhancing career security through employability



From impact *on* to impact *of* careers



NICEC
CONFERENCE

Career and Sustainability
Skills, wellbeing and the environment

Birmingham/online
02-03 July 2024

“One of the most fulfilling aspects of this journey has been realizing how finance can serve as a catalyst for social change. Through my coursework and projects, I have learned how to evaluate the viability of social projects, assess risk, and structure financial models that attract investors while ensuring that the projects remain true to their social objectives. This ability to bridge the gap between social needs and financial resources has opened up a world of possibilities for creating meaningful, lasting impact.”

“... Biotechnology can not only be used to cure diseases, it is also necessary to fight global warming and reduce the impact it has on our food production by creating climate resilient crops and lab grown meat. These things are all possible - they only need to be scaled, financed and brought to the market so that people can keep on enjoying the wonders of our planet far off in the future. If I will be able to say that I contributed only a small piece of this vision at the end of my life, then my career will have been successful and impactful not only for me but for everyone.”

A key role for career educators and counselors

- For stimulating a broader, more inclusive perspective upon career outcomes
- For considering the impact of a career upon other career stakeholders (at work / at home)
- For creating awareness about how career choices impact the broader context, and how it's through careers choices that critical,urgent societal issues can be addressed
- For helping people to understand and find the courage to act upon it

Check for updates

Article

Opening Minds for a Career with Impact

Journal of Management Education
1-21
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DOI: 10.1177/10525262931221494
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Ans De Vos^{1,2}, Sofie Jacobs^{1,2},
Kathleen Vangronsveld¹, Karen Wouters^{1,2},
and Jan Beyne^{1,2}

Abstract

This article provides an overview of the Global Leadership course, a 6-credit course integrated within the curriculum of all advanced master programs of Antwerp Management School and designed to align with the school's overarching mission. The course challenges and facilitates students in developing their leadership as a basis for making career choices, explicitly framing it within a global perspective and focusing on sustainability. The course is built on the belief that career development should not occur in isolation. Rather, it should be interwoven within the societal context in which careers unfold, bringing opportunities and challenges. Concretely, students work in diverse cross-program groups on an Action Learning Project addressing one of the UN Sustainable Development Goals. Further, students follow a track within their program focused on personal development, culminating in the submission of a Personal Development Paper in which they integrate all course experiences as a basis for developing a vision of their career. Through this holistic approach, students develop career competencies beyond considering the "why, what, and how" of work but are stimulated to consider the broader societal context.

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This article is part of the Special Issue, "Teaching About Contemporary Careers."

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SUSTAINABLE DEVELOPMENT GOALS



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Thank you!



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