Career development in organizations and beyond: Balancing traditional and contemporary viewpoints

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Abstract

The changing nature of work has resulted in major transition in the shape of careers and their management within and outside organizations. Scholars, though, tend to suggest that the changes are overwhelming and colossal, whereas in reality much has remained stable. In this paper, I bring a balanced view of the management of careers in organizations and beyond. This paper takes into account recent developments in the nature of the business environment, and at the same time acknowledges that much of the basics in career development theory and practice is still valid for Western societies.
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Contemporary literature on business in general and on careers' specific related issues emphasize the dynamic nature of labor markets. The impression portrayed is that in the past organizations had a rigid hierarchical structure, and operated within a stable environment. Thus careers were predictable, secure, and linear. In contrast, the organizational system is now in a mode of all change, all dynamic, total fluidity, and thus careers are unpredictable, vulnerable, and multidirectional. Both depictions of the past and the current state represent extreme scenarios, which, I argue, do not reflect a true and fair representation of the real case in hand. On the one hand, while much have shifted from the traditional and conventional mode, many organizations still perform within a relatively stable environment and apply well established strategies for their management, keeping significant share of the traditional system in tact. On the other hand, even within the traditional mode, the psychological contract and the actual practice were not fully rigid. A more valid and reliable perspective will acknowledge that current organizations are less rigid, but not fully fluid; control may not be solely with the organization, but the shift does not mean that the organization has no say in career management; individuals take more control of their own career, but much remains for organizations to manage; career can be seen as successful based on internal feelings, but moving up the (somewhat flatter) hierarchy ladder, high earnings, and gaining status and power are nevertheless determining factors of success for people. For a long time career theory argue that careers are structured (e.g. Super, 1957; Wilensky, 1961), i.e. extreme traditional and organizationally focused, whereas now scholars offer the opposite end of continuum (i.e. extreme nontraditional, like boundaryless or protean, individually focused). I argue that neither truly captures the true nature of today's career realities.

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In this paper I deal with these and other career related dichotomies, and analyze them to reach a fair and open-minded depiction of the present state of the art of career management. Further, I offer a cautious glimpse into the future to come. The aim of this paper is to provide a balanced view of the state of the art of careers and their future, rooted in the literature. The analysis and discussion will not be limited to a single level or a narrow theoretical discipline. To understand careers, scholars should apply a variety of views at different levels of analysis (Klein & Kozlowski, 2000), and understand their changing nature (Feldman, 1999). Thus the analysis is presented at both the individual and the organizational level. Further, scholars should refrain from approaching career from the quite limited perspective of a single discipline—Arthur, Hall, and Lawrence (1989) listed eight such disciplines from which the study of career benefit and contribute to: psychology, social psychology, sociology, anthropology, economics, political science, history and geography. Along these lines, I will try to build on a variety of theoretical prisms in developing this paper.

We live is a world that is more complex than it used to be, or at least, in a world where complexity is acknowledged. People have multiple identities (Ibarra, 2003), multiple commitments (Cohen, 2003), variety of obligations (Burke, Greenglass, & Schwarzer, 1993; Wiley, 1987), and high level of stress and anxiety (which naturally stem from ambiguity and lack of security—see Cooper, Dewe, & O'Driscoll, 2002). Organizations go through fast changes and become boundaryless (Ashkenas, Ulrich, Jick, & Kerr, 1995), global (Bartlett & Ghoshal, 1989), and competitive (Porter, 1998).

Among the changes that have shaped contemporary career systems are developments in the social and economical realms, as well as in individual identities. Global macro-economic and social forces provided impetus for a growing number of global careers, for introduction of females and minorities to the full range of roles (albeit discrimination still clearly prevails), for major restructuring of organizations, and generally a less stable business environment. At the micro-level, they are coupled by a development in norms, values and attitudes to life and work, which are manifested in new behaviors of individuals.

Hughes (1937) defined career as "the moving perspective in which persons orient themselves with reference to the social order, and of the typical sequences and concatenation of office". A more recent definition look at career as "a process of development of the employee along a path of experience and jobs in one or more organizations" (Baruch & Rosenstein, 1992). On the one hand, the career is the 'property' of the individual, who may be inspired by new social norms, but on the other hand, for employed people, it is planned and managed to a large extent by their organizations.

In the past the planning and management of careers was seen as the major responsibility of the individual: Arthur et al. (1989) regard career as "an evolving sequence of person's work experience over time". Later, the focus of career development has shifted from the individual to the organization (Gutteridge, Leibowitz, & Shore, 1993). Traditional careers have dominated industrial employment because most organizational structures supported it (Sullivan, 1999). Traditional career systems were hierarchy based (Whyte, 1956; Wilensky, 1961, 1964), where people compete for limited promotional opportunities (Rosenbaum, 1979), and climbing up the ladder was the ultimate indicator of success (Townsend, 1970). These were the norms since the inception of the industrial revolution.

The main shift in the relationship between employers and employees was manifested in the change of psychological contracts which took place in the last decades of the 20th Century (Conway & Briner, 2005; Rousseau, 1995). A psychological contract is characterized as a set of "individual beliefs, shaped by the organization, regarding terms of an exchange agreement between individuals and their organizations" (Rousseau, 1995, p. 9). From the organizational point of view, the new psychological contract mostly meant a move from offering careers characterized by a secure employment for all, to 'opportunities for development' only for those needed and fit for their jobs (Herriot & Pemberton, 1995; Rousseau, 1995, 1996). Individuals discovered that they have a variety of career goals, career anchors (Schein, 1985; Baruch, 2004a), and perspectives of what do they mean by career success (Derr, 1986; Gunz & Heslin, 2005).

1. A balanced view of traditional and contemporary theories

Overall, one can see career as a life journey. Building on the metaphor of life journey, people can take the beaten path, or opt to navigate their own way in the open plains (Baruch, 2004a).

Much of recent writing on careers focused on the vast changes in the business environment, hence changes that the career system experienced. DeFillippi and Arthur (1994) introduced the boundaryless career concept, which emphasize the blurring of career related boundaries within organizations and beyond (for details see Arthur & Rousseau, 1996). Further, Peiperl and Baruch's (1997) 'Post-corporate career' concept depicts how the general system has changed. The

new system includes a combination of both traditional hierarchies and innovative new ventures. As a result, there is a higher level of career related complexity and flexibility. To strive in a boundaryless career world, people were advised to apply 'intelligent career' (Arthur, Claman, & Defillippi, 1995), or adopt a 'protean career' (Hall, 1996) approach (see further for elaboration). However, albeit major changes, I argue that much of the career landscape has been relatively stable.

It is a true and valid view that certain shifts and transitions, which are dealt with in this paper, have a major impact and are relevant to most employees. Still scholars seem to underestimate the level of stability within the system. For example, McDonald, Brown, and Bradley (2005) found that indeed, at least in the public sector, the traditional career paths are still alive and valid (Baruch, 2004a). Although many organizations broke certain hierarchy ladders (Osterman, 1996), became flatter, or blurred their boundaries, this have not made them fully 'boundaryless'. To be precise, being 'boundaryless' may be better depicted on a scale, ranging between two extremes, none of which can really exist as fully functional: total order versus total chaos. Thus, the apparent transition does not really reflect a full transformation, but a limited one.

The boundaryless organization is emerging and indeed the society as a whole is becoming more boundaryless, with breaking down of many traditional norms and concepts, and the building up of new ones, innovative but challenging. This trend is coupled with the individualistic movement, which started a while ago, and is still progressing. People develop high individual consciousness, with pre-eminent focus on individualism and self-concern (Singer, 1997; Wolfe, 1998). People are becoming the masters of their own destiny, and thus the managers of their careers.

Scholarly work in the area of careers suffered from what I call pendulum views phenomenon. There is a tendency to argue that careers are developing in a certain extreme direction (e.g. either under full control of the organization or under full control of the individual), whereas in fact the shifts are modest. This calls for the scholarly world to adopt a balanced perspective. I list the following issues where such a balance should be sought:

- Order versus chaos
- Boundaryless and Protean careers versus Traditional careers
- Organizational versus Individual focused perspective in theory development and practical considerations
- Meaning of career success: from external to internal to integrated.

In the following section I will delve into these dichotomies and show that portraying the world in black and white rarely depict real life case.

2. Order versus chaos

Both extremes rarely provide a true depiction of real life situations. Organizations are never 100% in order, as they constantly change due to internal and external pressures, neither they are in a fully chaotic state, a situation that contradict the very nature (notional and literary) of the term organization.

> "We trained very hard, but it seemed that every time we were beginning to form up teams, we would be re-organized. I was to learn later in life we tend to meet any new situation by re-organizing and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency and demoralization." Gaius Petronius 66AD

The above manifests that even in the Roman empire's army, renown for its strong formal structure, changes occur, and were perceived to be major and continuous.

It seems, however, that the pace of change has been accelerated. In his three-step model, Lewin (1951) suggested that organizational change will follow the 'unfreezing', 'movement', and 're-freezing' stages. It is currently seems that organizations move from change to change, without allowing for a period of some stability, 're-freezing' and re-adjusting. This means that there is no 'normal' stage, and thus a feeling of chaos. Several factors contributed to the perception of accelerated pace of change, and many of them are associated with each other. The globalization and open markets, which mean that the competition, once restricted to a village, then a city and its region, later the country, has now become global.

Order versus chaos is one of the most frequently applied metaphors that has a strong power. Typical description of traditional careers claim that past career models had a clear, unidimensional or linear direction of prescribed

'advancement', i.e. promotion (Rosenbaum, 1979; Wilensky, 1961, 1964). The organizational hierarchy was the ladder to climb on, and to succeed people had to follow suit. This is a manifestation of orderly structure with a clear and linear career structure.

The description of current careers is quite the opposite. It follows a major change in society and organizations, as mentioned above. The conventional thinking suggests that organizations simply do not matter as much as they did in the past (Leana, 2002). With the boundaryless organization (Ashkenas et al., 1995), boundaryless careers emerged (DeFillippi & Arthur, 1994). Careers became transitional, flexible, and the dynamics of the re-structuring blur the tidy and firm former routes for success (forcing new perspective of what is success). From linear, career systems became multi-directional (Baruch, 2004b).

Both descriptions tend to portray opposing archetype models, whereas life is never that simple. The industrial revolution generated the bureaucratic career model, applied in the factories following Weber's (1924/1947) bureaucracy as an ideal model, but other options of organizational structure exist. Entrepreneurs flourished also a hundred years ago; people change professions and occupations also in the past. While redundancy was not applied as much as it is since the 1980s, people lost their jobs and found others on a wide scale even before the breaking of the old psychological contract.

The hierarchy-based bureaucracy was the playground for Whyte's (1956) 'Organization Man' concept. Although perceived outdated, it is still valid today (not merely for man but for women too). Organizations typically have a core structure, based on more or less clear hierarchy, forming climbing frames for hierarchical mobility, mostly served for a core group of staff (See Handy, 1989). This hierarchy exists alongside new changes in the career landscape–which is more boundaryless, with new psychological contracts, where new concepts can flourish–such as the protean and the intelligent careers.

3. Boundaryless and protean careers versus traditional careers

A boundaryless career may exist when the actual career or the meaning of the career transcends the boundary of a single path within the boundaries of a single employer. This may results in a career with many employers through changes in jobs and even occupations, or a career which gains meaning from outside the employer through external networks or information or the interpretation of the career as independent of the organization by the career actor (Arthur & Rousseau, 1996, p. 6).

Started in the 1980s and accelerated well into the 21st Century, the massive waves of redundancies and restructuring moved people away from a stable career system to a more dynamic system. Large number of people experienced career transitions, moving to what has been labeled as 'boundaryless career' (DeFillippi & Arthur, 1994) or 'Post-corporate career' (Peiperl & Baruch, 1997). This transition generates new challenges that emerge as the business environment becomes turbulent and less predictable (Ashkenas et al., 1995; Drucker, 1999). Both organizations and people change their expectations, thus generating new psychological contracts (Rousseau, 1995, 1996). Overcoming the stress associated with transitions like these may be involved with a considerable emotional struggle and hence inner feeling people will experience (Goleman, 1995). People have a variety of career options and paths and they navigate their careers rather than letting the organization decide for them.

The ambiguity and diminishing security generated anxieties. And with responsibility came stress. Part of gaining career success (or self-perception of success) is battling career-related stress. Stress is recognized as a major obstacle to individual and organizational performance (Cartwright & Cooper, 1997; Cooper et al., 2002), and subsequently career management needs to pay attention to gaining a balance between work and life (Burke et al., 1993; Quick & Tetrick, 2002). To tackle career-related stress people are advised to become resilient—people need to acquire 'career resilience' (Waterman, Waterman, & Collard, 1994) and one major mean to achieve this is gaining 'Employability' (Baruch, 2001; Ghoshal, Bartlett, & Moran, 1999) rather than 'secure employment'. Employers can no longer provide secure jobs, and stopped even to pretend that such a commitment is manageable—instead they can help employees to improve their competence and ability to acquire employment.

In this career environment, different career concepts are valid. As mentioned above, two of these are the Intelligent career and the Protean career (namely, these concepts become valid and applicable in a boundaryless career environment). The intelligent career (Arthur et al., 1995) emphasized the qualities required for a successful management of own career by individuals: they suggested the phrase 'intelligent careers' to manifest the elements necessitated for effective career management on the individual side. The 'intelligence' meant the *Know why* (values,

attitudes, internal needs, identity, and lifestyle); *Know how* (career competencies: skills, expertise, capabilities; tacit and explicit knowledge); and *Know whom* (networking, relationships, how to find the right people). To these Jones and DeFillippi (1996) added the *Know What* (opportunities, threats, and requirements), *Know Where* (entering, training and advancing), and *Know When* (timing of choices and activities).

The Protean Career is one of the most innovative approaches to capture the new notion of career systems (Hall, 1976, 1996, 2004).

> "The protean career is a process which the person, not the organization, is managing. It consists of all the person's varied experience in education, training, work in several organizations, changes in occupational field, etc...The protean person's own personal career choices and search for self-fulfillment are the unifying or integrative elements in his or her life" (Hall, 1976; p. 201).

The Protean Career is described by Hall and Mirvis (1996) as a new career form where the individual rather than the organization takes on the responsibility for one's own career and for transforming one's own career path. In its essence, the Protean Career is the contract within oneself, rather than between oneself and the organization. Career and life success are defined and formed by individuals. In contrast with the traditional career approach, relevant career success is more concerned with the inner feelings of self-actualization, fulfillment, and satisfaction of a person from his or her own career. It should be noted, however, that protean career and boundaryless career are distinct constructs. As I see it, protean career will flourish in boundaryless career world, whereas it was suppressed (or at least not supported) in the traditional, rigid and stable career systems. Prominent career scholars indicate that this is indeed the case (Sullivan & Arthur, in press), although others see them as a similar construct (Granrose & Baccili, 2006).

As I argue in this paper, there is a need to gain a balance in theory development. The traditional career system is not dead, but is certainly not the norm any longer; the Protean career and the Intelligent career fit for a growing number of people and career environments, but do not form the new norm or *the* way careers are now managed. As I will indicate later, the organizations has a significant role to carry, and while it should be conducted in collaboration with individuals, the truth about managing career is somewhere between the traditional system and the almost futuristic depiction of careers.

4. Organizational versus individual focused perspective in theory development and practical considerations

In this section I will examine the effective management of careers—contrasting individual approaches versus organizational, and look in particular at the question of 'who is in charge?'. The idea of pendulum in perceptions which I mentioned earlier is very much strong here. One extreme sees the organization as the entity in charge in terms of control and command. The organizations develop and follow a strategy, form policies, and apply a wide range of career practices. The other extreme suggests that the onus is with the individuals. It is clear that the trend in the last decades is towards more individualistic career management—at least in the developed economies, albeit not yet permeating to Japan (see Taniguchi, in press). Nevertheless, even in this individualistic environment, the organization hold a major and significant role in career management, and a number of career practices are available for HR managers to deal with it.

A more appropriate and balanced perspective would focus on the relationship between the individual and the organization in managing careers. Herriot and Pemberton's (1996) model focuses on matching individual and organizational needs and contributions for career management. People choose organizations that match how they see their own career needs fulfilled, according to Wanous' (1992) matching model, where people build their career relating to their values (Sullivan, Carden, & Martin, 1998). Organizations look for the human capital that will provide them with competitive advantage.

Baruch's (2004a, p. 101) *Career Active System Triad* (CAST) model is set at three levels of analysis (see Fig. 1): Values, Approaches, and Behaviors. The basic underlying level of values–the principles, morals, culture–forms the roots from which the other levels emerge. The second level–approaches and assumptions–translates those values into the third level, that of action: behavior and practice. The values convey the aspiration (for individuals) and strategy (for organizations) into the attitudes (for individuals) and policies (for organizations). The final outcome is action, behavior for people, and managerial practices for organizations. This is an active system, always in a perpetual motion, since it needs to respond to both external pressures from the environment, and internal requirements of the organization and its people.

Level	Individual	Organization
Values	Aspirations	Philosophy (strategy)
Approaches	Attitudes	Policies
Behaviors	Actions	Practices

Fig. 1. The CAST model.

The CAST model may be served as the framework for the discussion and for providing the balanced viewpoint. At the organizational level, the values of the organization may indicate whether the firm takes a traditional or contemporary approach to careers. For example, when the organization holds a traditional career developmental mentality, they may apply certain practices (e.g. traditional career paths and traditional career development activities) while if holding contemporary career developmental mentality, the organization would aim to gain employability for employees, introduce outsourcing, secondments, etc. (Fig. 2).

The importance and prominence of organizational career planning and management (CPM) as part of HRM has been widely recognized (Hall, 1986; Schein, 1978; Van Maanen & Schein, 1977). Alongside the emergence of many start-up businesses and small new ventures there is a multitude of mergers and acquisitions, creating very large organizations. These large organizations as well as smaller ones have a responsibility to plan and manage their human resource assets. Table 1 presents such a portfolio of career practices that may be utilized in organizations for CPM, based on my earlier studies (see Baruch, 2004a). Developing a comprehensive system for career management may follow Baruch and Peiperl's (2000) findings that CPM practices tend to appear in clusters, where groups of practices are interrelated, according to their application in organizations.

The balance I refer to in this section means that the change in career systems does not mean that organizations need to abandon their role in managing careers. Instead, the organization has a new significant role—being supportive, enabler, developer of its human assets. Organizations need to move away from the traditional 'command and control' approach, and become 'supportive and developmental'. The organization is the enabler of successful career, not the commander who moves the chess pieces across the board. Organizations can arrange their system to fit the changing needs of the employees and the environment, by strategically aiming to gain both internal and external integration of their career practices (Baruch, 1999).

Internal integration relates to the level of harmony between the various CPM, when the specific practices relate to each other (Baruch, 1999). For example, effective career management will utilize the output of the performance appraisal system and associated it with other practices. Inputs from one practice (mentoring, for example) should influence the use of other practices (e.g. workshops, secondments). External integration is concerned with the way
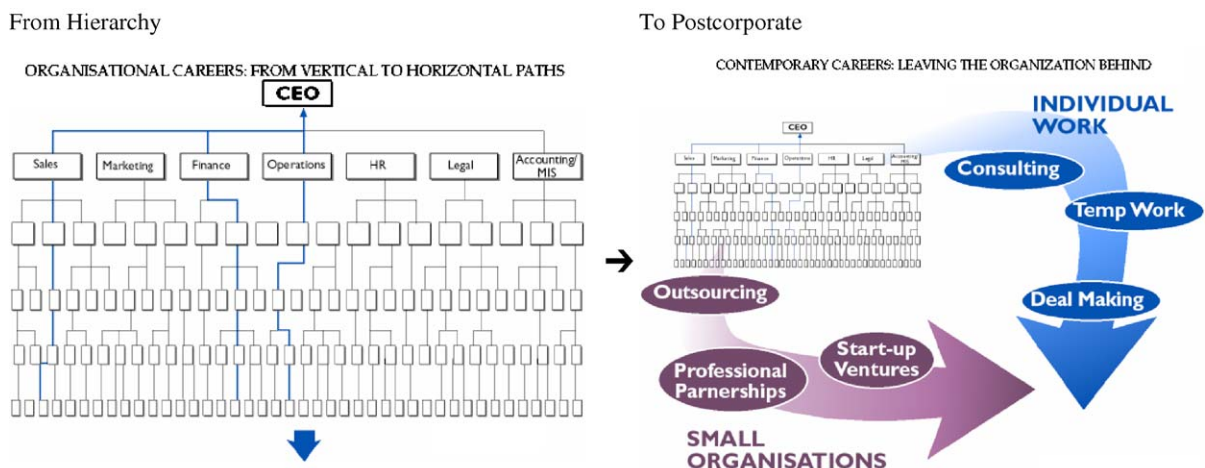

Fig. 2. From traditional to post-corporate.

Table 1
Organizational career planning and management practices

Job postings
Formal education/tuition reimbursement
Performance appraisal for career planning
Counseling by manager
Lateral moves/job rotations
Counseling by HR
Pre-retirement programs
Succession planning
Formal mentoring
Common career paths
Dual ladder
Career booklets/pamphlets
Written individual career plans
Career workshops
Assessment center
Peer appraisal
Upward appraisal
Appraisal committees
Training programs for managers
Orientation/induction programs
Special needs (high flyers)
Special needs (dual career couples)
Diversity management
Expatriation/repatriation

that career systems which best fits the organization depend on the operational strategy of the whole enterprise. The eminent strategic career model of Sonnenfeld and Peiperl (1988) provides examples for such a fit. They have integrated several streams of research to create a contingent framework for understanding organizational career systems as a strategic approach and posited that the type of career system utilized should be appropriate to the strategy of the firm. Their model is linked with Miles and Snow's (1978) typology of organizational strategic approaches.

5. From the organization to the individual—historical perspective

Before the industrial revolution people managed their own career, or, to be more precise, inherent a career (some may even question if at that time people thought of careers or of careers in the way we do today—having a "career" might be a more recent idea). The literature indicates a mass movement of people across sectors with a clear trend: Until the industrial revolution, most (some 85% and more) of the population were engaged with agriculture work. (A much earlier shift was from all being 'hunters-gatherers' to pasture/herding, and then to unirrigated crops and then irrigated crops.) Then the industrial revolution moved the majority of people to become employees in production and industrial enterprises. The next shift occur during the middle of the 20th Century, when, following efficiency in production, less people were needed to produce the same amount of goods, and another migration en-mass moved employees to the services industry. By the end of that century, with further improvements in both production and services, and the emergence of the virtual world, more moved to the knowledge industry.

Fig. 3 provides depiction of the major employment revolutions in the labor markets. Compared with the simplistic presentation in the upper table, the lower table provides a more accurate picture of the phases, when each phase is accompanied by further creation of more complex variety of employment options, adding opportunities to stay within the labor market, as well as more options for personal fulfillment (for example, the *Holland Dictionary of Vocation* includes more than 12,000 vocational choices, and more are added as the years go by).

The industrial revolution transformed the power of managing careers to the organization. This meant that organizations applied a number of activities and practices to manage the flow of appointments, training development, promotion and power sharing. In the last few decades, it seems that the pendulum return to the individual. Scholars like Hall, Arthur and colleagues point out that individuals regain control over their lives, and in particular their working

Below is a very simplistic depiction of the major 'revolutions':

Farming	➔	**Production**	➔	**Services**	➔	**Knowledge**

However, the picture is not that simple, because a true depiction would be:

Farming	➔	**Production**	➔	**Services**	➔	**Knowledge**
And a bit of Army And a bit of creative industry (art) And very small bit of education		And still some in farming, And a bit of Army And a bit of creative industry (art) And a small bit of education		And still some in production, And some in farming, And a bit of Army And a bit of creative industry (art) And more in education, plus leisure, plus entertainment etc.		With many remaining in services (mostly local), And still some in production, And some in farming, And a bit of Army And a bit of creative industry (art) And more in education, plus leisure, plus entertainment. media, sport, etc.

Fig. 3. Employment revolutions.

lives. In the past, the careerists were the 'good citizen', the conformists who comply with the rules and look upon for the roles set by their employing organization. The protean career, discussed above, suggests that this is an archaic perspective. At the same time, while individuals now take the lead role in managing their own careers, organization role has not became fully obsolete—it has changed, though.

6. Major issues facing organizations and their management of careers

Let us look at several practical issues in career management that manifest the change and the way future career management may look like.

6.1. Strategic managing of human capital

The human capital is perceived to be the most decisive element in gaining competitive advantage (for individuals, Terjesen, 2005 introduced the term 'career capital', which complement the general human capital). Thus organizations should invest in their employees. However, organizations do not own their employees, thus career management is a risk management process, whereby organizations invest in their people, but the people are free to leave upon their will. One clear example is investing in employees' education. This is typically done via tuition reimbursement. Cappelli (2004) investigated this question and found that establishments with tuition-reimbursement programs had lower turnover rates on average than those without some form of educational assistance. He concluded that there were retention benefits for tuition reimbursement, particularly when the employees are enrolled in the program. However, Benson, Finegold, and Mohrman (2004) found that the likelihood of turnover decreases while employees are in school, but increases after employees earn graduate degrees. This can be the case when a company fails to recognize the value of the education and the job the graduate is performing does not relate and benefit from their new competence. Under such circumstances when their new skills and knowledge are not appreciated and cannot be applied, the graduates tend to move to new companies where their education will be rewarded and used.

This is an example of how the changing nature of mutual commitments and loyalties are forcing organizations to act in a different way. With the decline of commitment and its becoming multi-faceted (Baruch, 1998; Baruch & Winkelmann-Gleed, 2002; Cohen, 2003), people shift their commitment to other constituencies rather than the organization (for example, to the leader, to the team, to the project, or to the profession).

6.2. Global careers and their management

Global career management is about managing people's career across borders. The two major challenges here are, first, how to manage career in Multinational Corporations where there are diverse operations in different countries, and the system needs adjustment, understanding, and variety, while keeping to certain general strategy. The second is concerned mostly with the management of expatriation and repatriation although many are involved in global work even if never leaving their own country—for example, their career could be global or internationalized just because many work on teams that span many different countries and cultures. It is not merely the physical movement from country to country but the psychological aspects of working and adjusting to others from other cultures and seeing this boundarylessness of having colleagues, customers, partnerships, etc. around the world.

The need for a balance in managing global careers is between treating everyone similarly, providing equal opportunities for all, and recognizing that different people will have different prospects of successful international assignments. An individual focused perception of expatriation and repatriation focused on personal qualities that would support successful expatriation—see, for example, Guzzo, Nooman, and Elron (1994) on the psychological contract in managing expatriation, and Harvey (1997) on adjustment processes.

From the organizational point of view, there is the strategy of managing the HR operation (Bartlett & Ghoshal, 1989) or specific strategy for expatriation and repatriation. Different strategies can be in sharp contrast—for example, applying Baruch and Altman's (2002) typology, under the 'Emissary' strategy, organization will have to push people to expatriation, using emotional pressure of commitment, whereas in the 'Peripheral' the pressure will come from people wishing to be expatriated.

Lastly, different countries and regions call for different treatment. On one extreme, people may object and refuse expatriation to certain countries (e.g. Iraq in 2006), whereas they will be very willing to experience expatriation in another country (e.g. Bahamas). One country may appeal to certain people but will not be attractive to others (e.g. Iceland or Israel). Thus different incentives may be required for different people, which may be against company standard policy of equality (but represent fair equity).

6.3. Diversity–homogeneity versus heterogeneity

Diversity is a big issue in career management in organization, and the issue is not restricted to gender: Kandola (1995) listed three groups that increased in representations of the labor workforce: first, women, with increasing number entering the workforce, second, ethnic minorities, some of it due to immigration and some due to lack of parity in internal growth rate—e.g. Hispanics in US, and third, the phenomenon of aging of the working population. Aging is a key issue that is too often ignored in research, but will become greater as baby boomers are starting retirement (Greller & Stroh, 1995, 2004). The immigration issue may be addressed at the wider perspective of national legal and cultural systems (Bhagat, 1999). In some countries like Belgium or Japan immigrants can never become citizens because they are not of "blood" of that country. Having problematic legal rights is hard for them even if they really have a career; certainly this is the case for illegal immigration. Classes of workers can be another issue, either the less formal as in the west, or the more clear case of India's untouchables.

Greenhaus, Callanan, and Godshalk (2000) present two schools of thoughts regarding why organizations should manage diversity. One approach recognizes diversity as a fact of life, here to stay (and expand), so let us live with it. The other approach argues that diversity is inherently healthy and beneficial for enhanced effectiveness.

The 'glass ceiling' effect, i.e. not being promoted above certain managerial level, is "a transparent barrier, that kept women from rising above a certain level in corporations" (Morrison, White, & Van Velsor, 1987, pp. 13 and 124). While the term glass ceiling was applied to female managers, it is a valid concept for any subgroup of disadvantaged population (and disadvantaged can be on multiple grounds, such as being both a person of color and female, or being a Caucasian male in Japanese companies).

The signs are clear though, that for women, the infamous glass ceiling has been cracked (Altman, Simpson, Baruch, & Burke, 2005; Powell, 1999; Powell & Mainiero, 1992, 1993), though not demolished. Furthermore, there is a growing empirical support to the second perspective of Greenhaus et al. (2000), i.e. that effective management of diversity is good for business (see, for example, Harel, Tzafrir, & Baruch, 2003; Williams, 1998).

Thus one extreme approach would argue to treat all organizational population similarly. Another approach is a contingency, and realistic expectation. For example, very few dare point out that full fairness does not necessarily mean equality but maybe equity. If very few women enter engineering professions or politics, one cannot and should not expect women to be equally represented at the top levels of engineering or politics (assuming that the reason for women not entering these fields is due to their own choice). Social and other factors also work against women and minorities, hindering their ability to move into better paying jobs and occupations. Further, even when women start entering certain profession in equal number, it would still take a decade or longer before they could reach top managerial roles. Promoting via 'positive discrimination' is a risky option—first, it might push people before they are ready; and it would justify complaints from other populations (white males were successful in litigation cases against such discrimination). The alarming and valid message is that women are indeed discriminated against, because even in sectors where women form the majority, and are so for a long time, they are not represented in a similar manner in leading roles—the education sector is perhaps the most obvious example for this (as well as to the sad case that as women grow in numbers in traditional male occupations, the salaries and benefits go down, overall keeping men earning more regardless of that penetration).

To sum up, diversity is a sensitive issue, plagued with politically correctness biased approach, but one that truly requires appropriate career management, to avoid misconduct. Diversity may be the topic of a whole other paper which includes women, minorities, older workers, religion, disabilities and diseases, sexual orientation, and even weight (and I believe that eventually more appearance issues will come into play in the future).

7. Evaluating career success

The balance needed here is between reflecting on career success as either the external element of climbing up the organizational ladder (with the associated power and remuneration), or as internal feeling of worthiness and achievement. Much work has been carried out to distinct these two meanings (and measures) of career success (see Ng, Eby, Sorensen, & Feldman, 2005). More scholarly work reflect on the duality of meaning for career success (Gunz & Heslin, 2005; Hall & Chandler, 2005; Heslin, 2005).

Applying the CAST model will show how the individual aspirations are a determining factor for measuring career success, while company's philosophy of whether to use traditional or contemporary viewpoint is instrumental in achieving certain commitment and in applying specific career practices.

Less was done in recognizing that career success should be measured by the ability to achieve, attain and retain career goals (and sometime changing such goals, as people and circumstances change). For some people the financial success is the main aim, and if achieving it they will have high career success, certainly the financial aspect is crucial, in particular when it lacks (i.e. people who claim that money is not a motivator—it is true, when one has money for the basics; when a person cannot provide even for the basics, the earning become the most important issue for most people). Career success is more complex, though—first, because people have a variety of career success (already in 1985 Derr identified five dimensions of career success to aim for). Second, career aims and aspiration change over time. A new development reflects on the aspired balance I call for. It was assumed that external perception of career success reflects on the visibly external measures of career success. It seems that more people not only appreciate internal aspects of career success, but recognize that other people too should be considered successful if they have high level of internal career satisfaction.

One last point about career success is the issue of career-related stress. For the organization it is important to recognize that part of gaining career success (or self-perception of success) is battling career-related stress. With stress being recognized as a major obstacle to individual and organizational performance (Cartwright & Cooper, 1997; Cooper et al., 2002), career management needs to pay attention to gaining a balance between work and life (Cooper, 2005). It is more an art of sensitivity to balance between too low level of stress, which can leave people for complacency, and too high stress, which can break people down. The new career approaches discussed above put much of the burden, hence, stress, on individuals. It should be no surprise to learn that many still wish to keep the traditional psychological contract in terms of security (Granrose & Baccili, 2006; McDonald et al., 2006). Keeping a balance for

their employees is a new challenge for organizations, and HR managers have to understand the equation in order to maintain healthy organizations.

8. Discussion and conclusions

The literature suggests that there is a major shift away from the traditional career form (life-long employment with a single employer or two) to multiple careers, with shorter times spent in each career (Arthur & Rousseau, 1996; Cascio, 2000; Hall, 1996, 2002). Different trends exist, sometimes working in opposing directions—such as more startups and small businesses versus mergers and acquisitions that create giant companies; deregulation in certain markets versus increased regulations in others; rapid growths in certain areas and sectors versus declining markets and recession in others. Other trends are consistent across geography and sectors—the need for flexibility, innovation, quality and efficiency, which spread from production to services and beyond. Demographic changes in the workforce permeated more and more countries, although still mostly in western societies. Lastly, the ever-increasing role of technology serves as a catalyst to many changes, in particular in the knowledge economy, with the Internet taking a leading role in this trend.

The landscape of career has changed (Peiperl & Baruch, 1997), and novel approaches for the management of careers evolve, at both the individual and the organizational levels. While accepting this, I argue that portraying the case of current careers as 'all-change', fully dynamic is a step too far. Much of the traditional notion of careers and their management is valid and exist in practice. There is certain level of stability, as well as strong need for security among people, which has to find different ways to be fulfilled. The guiding values and norms that shape careers take more than a few years to be modified, and thus people find more crises in their working life.

The organization role in shaping future careers should not be underestimated. With further rapid changes, new technologies and increased rate of knowledge acquisition, employees need more training and development activities. With efficiency as the decisive factor in survival, performance management systems must be in place and managed well to gain motivation and ensure reaping the benefits of high capacity human capital. Organizations tend to make significant investments in HRM programs when the economy is good, like in the early 1980s when firms were trying to apply In Search of Excellence principles (Peters & Waterman, 1982). However, when the economy became poor the pendulum swung the other way with downsizing, etc., replacing those programs. With ambiguity of future and willingness of people to move around, succession planning can secure organizations' future supply flow of executives. Planning and managing the process of downsizing will continue to pose challenges to HR managers (Kets de Vries & Balazs, 1997; Marks & De Meuse, 2005), and might lead to demoralization (Brockner, 1992) and long-term poor business outcomes (De Meuse, Vanderheiden, & Bergmann, 1994). However, professional management would be instrumental in maintaining both satisfaction and performance. For example, when redundancy is properly managed, problems such as the survivor syndrome can be avoided (Baruch & Hind, 1999).

Greenhaus et al. (2000, p. 85) discuss individual career strategies and emphasized the role of taking an initiative. Along the same line, Kossek, Roberts, Fisher, and DeMarr (1998) and Seibert, Kraimer, and Crant (2001) added the proactive behavior to the qualities essential for successful career in the future. The shift to individual focused career management is significant, but the organizational role should not be underestimated. For example, much has been written on global careers–and there is an agreement that international assignments can be initiated by individuals– nevertheless, in most cases it is the organization that is planning and managing the expatriation and repatriation under its own strategy.

Future research is much needed in the area of careers to learn where do we stand. An interesting issue is to identify how many people actually have (and/or wish to have) protean career or boundaryless career. Another issue is how organizations manage the new psychological contract, how they promote employability and balance organizational and individual needs. Relating to global HRM, a question to explore is who is in charge of expatriation and repatriation, and what is the trend—are companies prefer to opt for more expatriates or for more local management and under what circumstances. In the global context it is of high importance to compare the US led writing to actual findings within Europe and beyond (Cooper, 2005; Mayrhofer, Meyer, Iellatchitch, & Schiffinger, 2004; Morley, 2004).

Final note: Contemporary careers are quite different from traditional careers, but not all have changed. The patterns have developed, from stable and linear career systems into transitional and dynamic systems. Change has not always

been for better. Many changes fail, sometimes due to mistrust, cynicism, and poor implementation. Redundancy programs may improve stock market value in a short term, but might lead to downfall of organizations. The balanced approach for the management of careers can be instrumental in gaining success for individuals, and hence for the organizations they work for.

Acknowledgment

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