

Building Career Capital: Helping Workers to Enhance Career Mobility Within Our Uncertain Times

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This workshop is likely to be of interest to you if...

You want to make it easier for yourself to transition between roles

You want to help to build mobility within your organisation

You want to help your clients to build career mobility



'Transitions will become the norm' for everyone¹

Within our VUCA world, job for life is less a realistic employment goal²...

People will be working for longer, 'for some into their 70s or even 80s'¹...



Career mobility is defined as our ability to transition between roles

We can find work transitions stressful...



Internal:

Review career identity
Rethink career story
Re-evaluate career success

External:

New skills
New patterns of interactions
Life restructuring of life around opportunities

Source: Arnold, 1997; Pummell, 2008; Clarke, 2009; Ibarra and Barbulescu, 2010

...especially with business leaders where the stakes are arguably higher

Source: Ibarra and Barbulescu, 2010

We need to build resources to aid our career mobility, defined here as career capital

Career capital is defined as ‘the overall set of non-financial resources a person is able to bring to his or her work’

Arthur, DeFillippi and Jones, 2001: 101

Conceptual strengths:

- ✓ ***Grounded in Bourdieusian Theory¹***
Social capital, cultural capital, capital circularity, field and symbolic capital
- ✓ ***Anchored in robust empirical evidence***
- ✓ ***Has broad conceptual range***
- ✓ ***Is significant in dynamic global business contexts²***

¹Source: Bourdieu, 1986

²Source: Tempest and Coupland, 2016



These insights are based on doctoral research

Research title:

Business Leaders: Career Capital and Role Transitions

Research aim:

To explore the career capital required by business leaders to facilitate role transitions within a single business within the UK

Research questions:

What

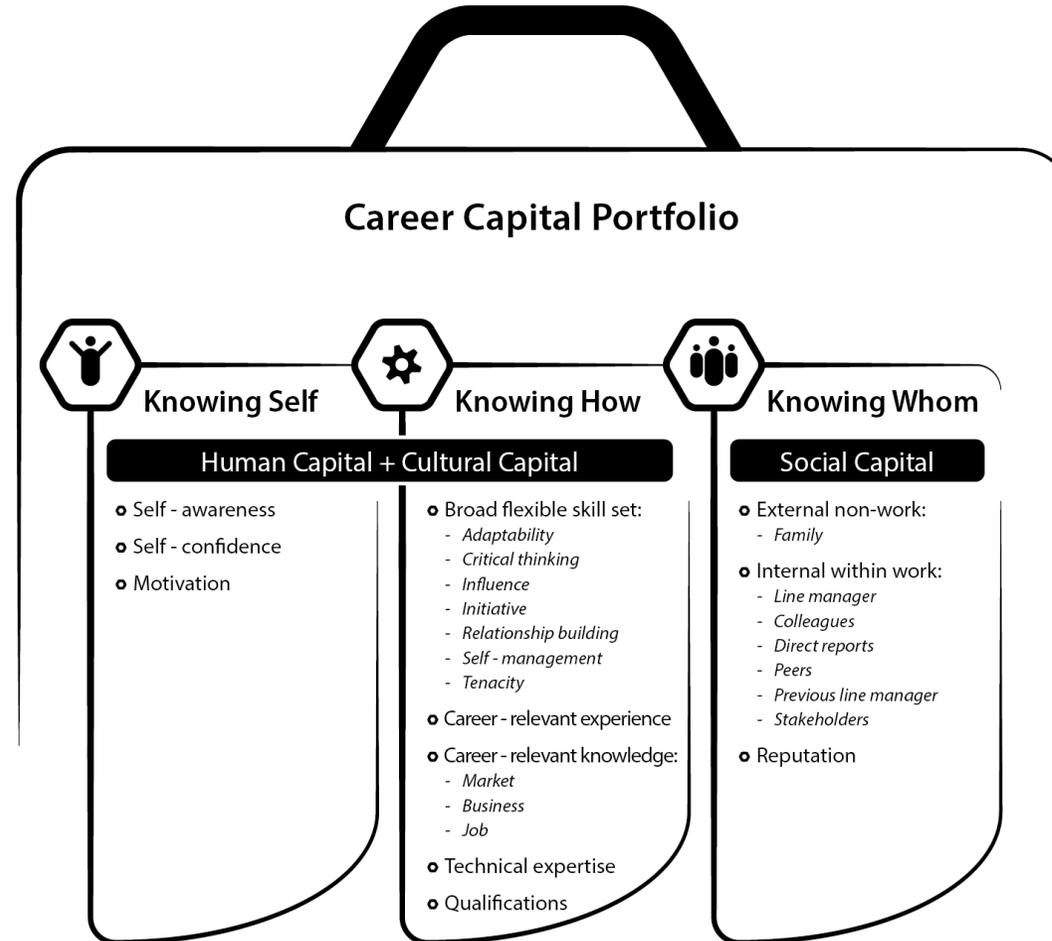
How

Barriers

**Organisational
and individual
implications**



All role holders have a career capital portfolio aiding role transitions...



...which comprises between 5-14 career capital aspects

However, career capital has a dark side...

We may have **too little** career capital

And **conflict** may emerge
with some of our
colleagues

Some of our
contacts may **block**
our transition

Or even **too much**
hindering our
transition



Or even **lose** some
of our relationships

We may become
misaligned with some of
our colleagues

... it can hold us back during our transition

It can act as a liability in a multitude of ways...

"I took far too much on. When I moved into the role, one I was very eager to impress with my peers and customers and I welcomed with open arms anything that came my way rather than prioritising and pushing back.

And so I found for the first few months I was just, yes, I was swamped [...] if I am honest I didn't deliver much quality."

"My previous boss was a bit distraught I think because I wanted to leave that role, not because I was so bloody brilliant but because it left him with a problem. And he still brings it up now that I was stolen away and he mentions it to my boss on a fairly regular basis."

"So I got kicked around the room a few times for no real reason other than he didn't like it and he was having a bit of a stomp and I say this with the greatest love for [Stakeholder] I think that he is a really nice guy but he was a bit of an arse during that time."

"I had to work massively hard [...] It was evident in her questions that she was asking 'Is this is this a [function] guy?' and 'Are we going to have a functional [...] clockwork worker?' because that is not what they wanted.

[...] They wanted someone different, so I had to prove that I was somebody different."

... slowing us down in our role transition

Also, career capital is fluid,...

“Yes certainly my direct reports at the time helped, [...] in terms of giving me knowledge because I came in with little or no understanding, no understanding about the plant and little or no understanding of how it works.”



¹Source: Bourdieu, 1986

“Are we going to have a functional [...] clockwork worker?’ because that is not what they wanted. They wanted someone different, so I had to prove that I was somebody different.”

“I guess for my personality, I think that when you are thrown into the deep end your confidence suffers a bit.”

...it can change through the role transition

What are the implications of these findings?

Role holders

- Anticipate and manage forthcoming role transitions
- Reduce potential stresses, easing their anticipated career move

Organisational managers

- Build an understanding of career capital required to make internal transitions
- Create targeted development programme to build role holders' internal mobility

Career practitioners

- Cultivate transition management offering for clients
- Help clients to enhance career mobility

These insights can inform new career diagnostics

Quantitative:

- ✓ Career capital assessment
- ✓ Self-scoring section, assessing current and anticipating required career capital before transitioning

Self-reflective :

- ✓ Surfacing of related issues
- ✓ Exploring forthcoming role transition in more depth: anticipating barriers

The case organisation has already begun developing career diagnostics to explore role holders' career capital portfolios, both current and required, supporting mobility conversations

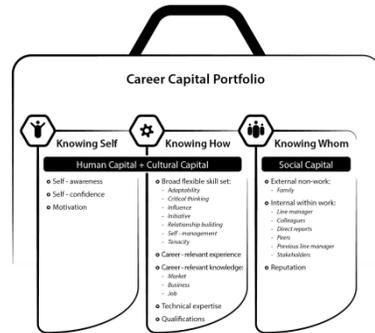
Summary ...



Transition management
will become increasingly
important



Transitions can be
stressful



Developing a career
capital portfolio will
help



Anticipating how career
capital will impede our
forthcoming role transition
is useful



Considering how our
career capital may
evolve in value is helpful



Thank you

Happy to answer your questions

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