Organisational Career Development Theory: Weaving Individuals, Organisations, and Social Structures

Oxford Handbook of Career Development

**Chapter 10**

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The organisation in career

- **Organisation as context/container for individual careers**

- **Organisation as constructing and consuming careers**

- **Organising as process with careers relating the individual and organisation**

Individual focus

- Traditional bureaucratic career
- Boundaryless or protean career
  - Individually driven
  - Organisations as shifting, unpredictable
  - Liberation from hierarchical career
  - Precariat
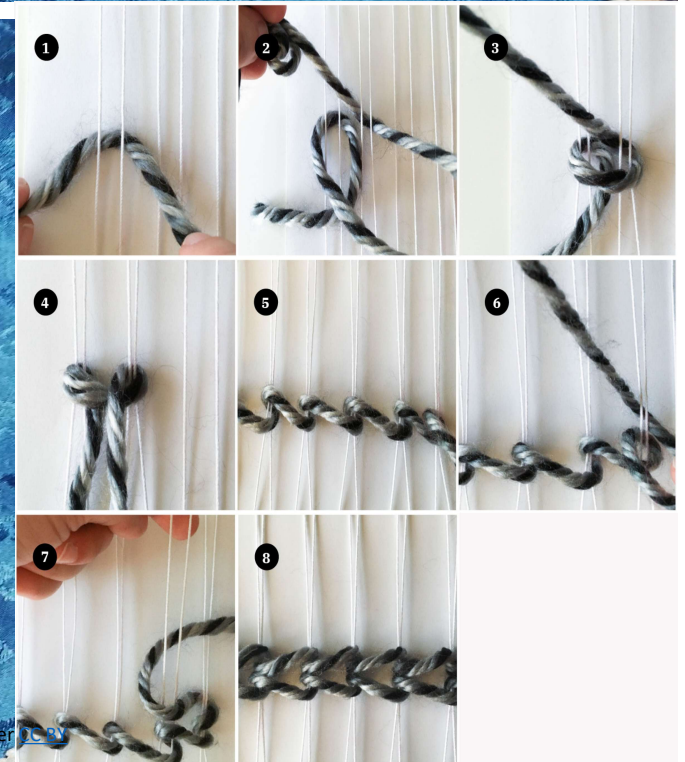
Organisation focus

- Organisational strategy
  - Talent Management
- Segmentation and fit
  - Resource based
  - Shamrock organisation

Process focus

- Linking individual and social processes of organising
  - Systems, structures and fields
  - Social exchange and contract
  - Role transitions
  - Career scripts
  - Institutional theory

Moving Organisational Career Development forward

- A joint project involving mutual and conflicting interests

- Balance complexity and usefulness

- Broader acknowledgement of context (Gunz and Mayrhofer)

  - From concentric circles to webs of mutual influences

- Interrogate universality of ideas of career

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