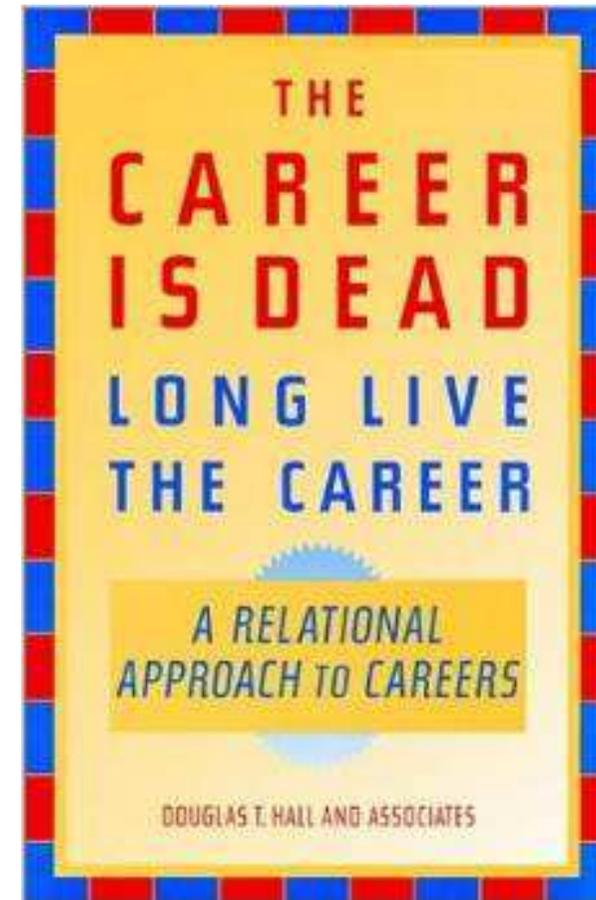


A Idade Adulta

Simpósio Carreiras Proteanas – Que desafios para a Orientação

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The career is dead
- long live the
career!



A Centralidade do Trabalho na Vida das Pessoas

Work influences us throughout our lives as few activities do. No other choice we make—with the possible exception of our spouse—influences each of us, our families, our children, our values, or our status as much as our choice of a job or occupation. Throughout our lives, but especially from our late teens and early 20s to our 60s, we spend more time engaged in work activities than any other single pursuit (except for sleep, which does not seem to be a pursuit or activity).

—Hulin (2002, p. 8)

(cit. do livro de David Blustein (2006, p. 1), The Psychology of Working.)

The Forgotten Half / A Metade Esquecida



A Questão Principal que abordaremos

Qual o interesse (relevância), do conceito de carreiras Proteanas para a construção, na Idade Adulta, das carreiras, no séc. 21?

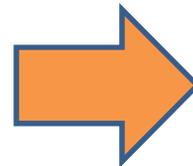
Tópicos

- Contexto Empresarial (mundo do trabalho)
 - A metáfora de carreira Proteana
 - A medida da atitude proteana
 - Desafios para a orientação

Ambiente Empresarial (séc. 21, Hall, 1996)

Turbulento

Complexo



Sinais contraditórios,
ambíguos sobre as carreiras

Pandemónio de Carreira!*

(Brousseau et al., 1996)

*Do grego pân, «todo» +daímon, «demónio», pelo inglês pandemonium, «habitação dos diabos todos» (...) em sentido figurado: confusão completa; balbúrdia

(Pandemónio in Dicionário da Língua Portuguesa com Acordo Ortográfico [em linha]. Porto: Porto Editora, 2003-2014. [consult. 2014-11-29]. Disponível na Internet: <http://www.infopedia.pt/dicionarios/lingua-portuguesa/Pandemónio>)

Realidades que Contribuíram para o Pandemónio nas Atuais Carreiras

Reorganizing / Reorganização

Downsizing / Redução

Rightsizing / Redimensionamento

Delayering / Eliminação de níveis hierárquicos

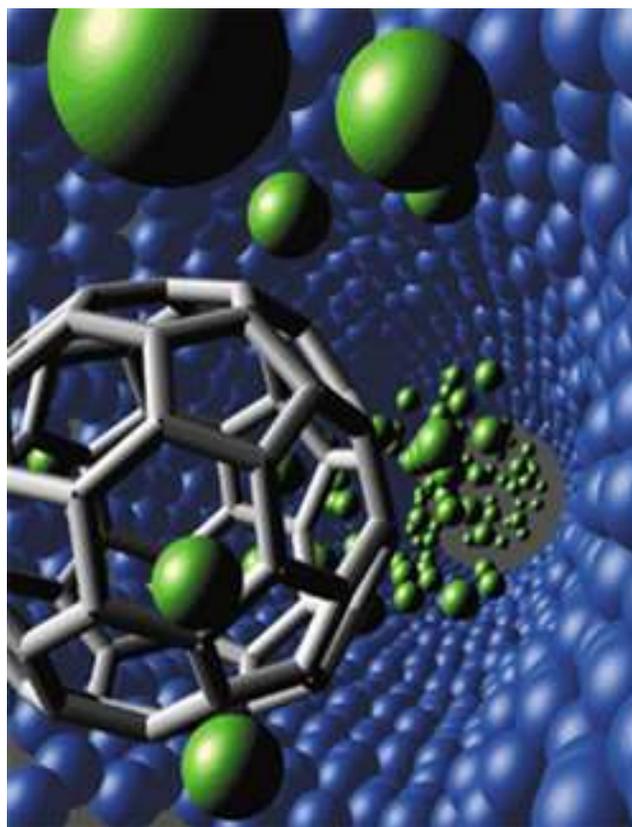
Flattening the pyramid / Achatamento da pirâmide

Outsourcing / Terceirização



Motores que impulsionam as mudanças

Inovação Tecnológica



II Seminário de Psicologia e Orientação em
Contexto Escolar, 2/3 dezembro 2014

Globalização da Economia



“Careerquake”

[Anthony Watts, 1996]

As carreiras pós-careerquake serão, predominantemente:

multiformes (Hall, 1976);

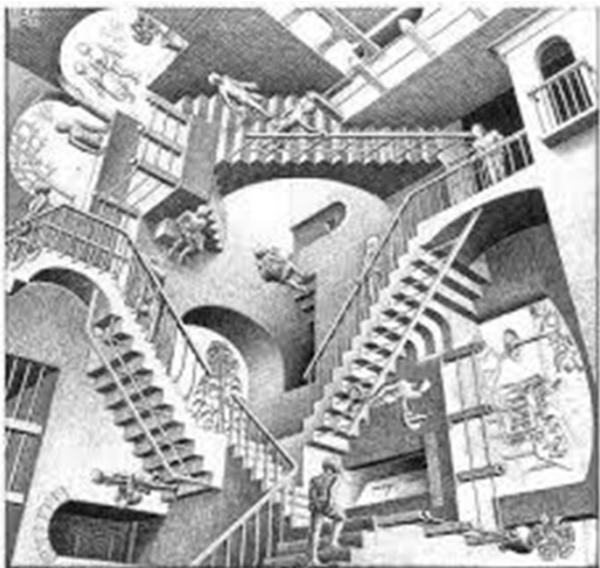
“sem fronteiras” (Arthur, 1994);

não-lineares (Pryor e Bright, 2003);

e, tendencialmente, imprevisíveis.



Modificação no Contrato Psicológico (Rousseau, 1990)

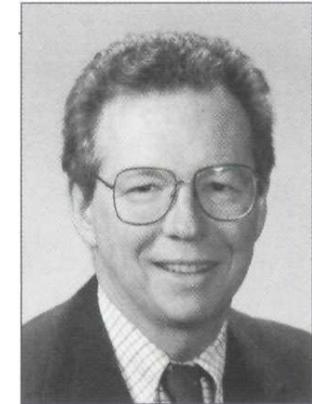


Novo Contrato / Novas Carreiras

A Carreira Proteana do século 21

- The Goal: Psychological Success
- The Career is Managed by the Person, not the Organization
- The Career is a Lifelong Series of Identity Changes and Continuous Learning
- “Career Age” Counts, not Chronological Age
- The Organization Provides
 - Work Challenges and
 - Relationships
- Development is not Necessarily:
 - Formal Training
 - Retraining
 - Upward Mobility
- Profile for Success:
 - From Know-How To Learn-How
 - From Job Security To employability
 - From Organizational Careers To Protean Careers
 - From Work Self To Whole Self

Source: Douglas T. Hall and Philip H. Mirvis, “New styles of management: Career builders or career blockers.” Presented at the 1995 Work and Family Conference, “The New Employee-Employer Contract: A Work-Family Perspective,” sponsored by the Conference Board and the Families and Work Institute, New York, N.Y., April 26, 1995.



Carreira Proteana (Hall, 1996, 2002, 2004)



Proteu

Deus marinho da mitologia grega (...) que podia mudar a forma segundo a sua vontade

É conduzida pela pessoa, não pela organização, baseada em objetivos definidos individualmente, abrangendo o espaço total de vida, sendo impulsionada pelo sucesso psicológico mais do que pelo sucesso objetivo tal como salário, categoria/posto ou poder

Distinguindo as carreiras proteanas das carreiras tradicionais (Hall, 2004)

Table 1
The view from 1976 (*Careers in organizations*) (Hall, 1976)

Issue	Protean career	Traditional career
Who's in charge?	Person	Organization
Core values	Freedom growth	Advancement
Degree of mobility	High	Lower
Success criteria	Psychological success	Position level Salary
Key attitudes	Work satisfaction professional commitment	Organizational commitment



Medindo a orientação proteana de carreira

[Alcançando o sucesso subjetivo na carreira através do comportamento vocacional autodirigido]



A.1. Protean Career Attitudes Scale (Copyright Briscoe & Hall, 2005)

Please indicate the extent to which the following statements are true for you, using the following response scale. Please circle or place an “X” over the appropriate response

To little or no extent	To a limited extent	To some extent	To a considerable extent	To a great extent
1	2	3	4	5

[Scale above was listed under each item from Protean Career Attitudes Scale and Boundaryless Career Attitudes Scale]

1. When development opportunities have not been offered by my company, I’ve sought them out on my own.
2. I am responsible for my success or failure in my career.
3. Overall, I have a very independent, self-directed career.
4. Freedom to choose my own career path is one of my most important values.
5. I am in charge of my own career.
6. Ultimately, I depend upon myself to move my career forward.

7. Where my career is concerned, I am very much “my own person.”
8. In the past I have relied more on myself than others to find a new job when necessary.
9. I navigate my own career, based on my personal priorities, as opposed to my employer’s priorities.
10. It doesn’t matter much to me how other people evaluate the choices I make in my career.
11. What’s most important to me is how I feel about my career success, not how other people feel about it.
12. I’ll follow my own conscience if my company asks me to do something that goes against my values.
13. What I think about what is right in my career is more important to me than what my company thinks.
14. In the past I have sided with my own values when the company has asked me to do something I don’t agree with.

Cotação: Self-Directed Career Management Scale = items 1–8. Values-Driven Scale = items 9–14.



Atitudes Proteanas

Desafios para a orientação de Adultos





O que nos diz a investigação sobre as novas atitudes de carreira?



?



Uma amostra de trabalhos sobre carreiras proteanas e “sem fronteiras”:

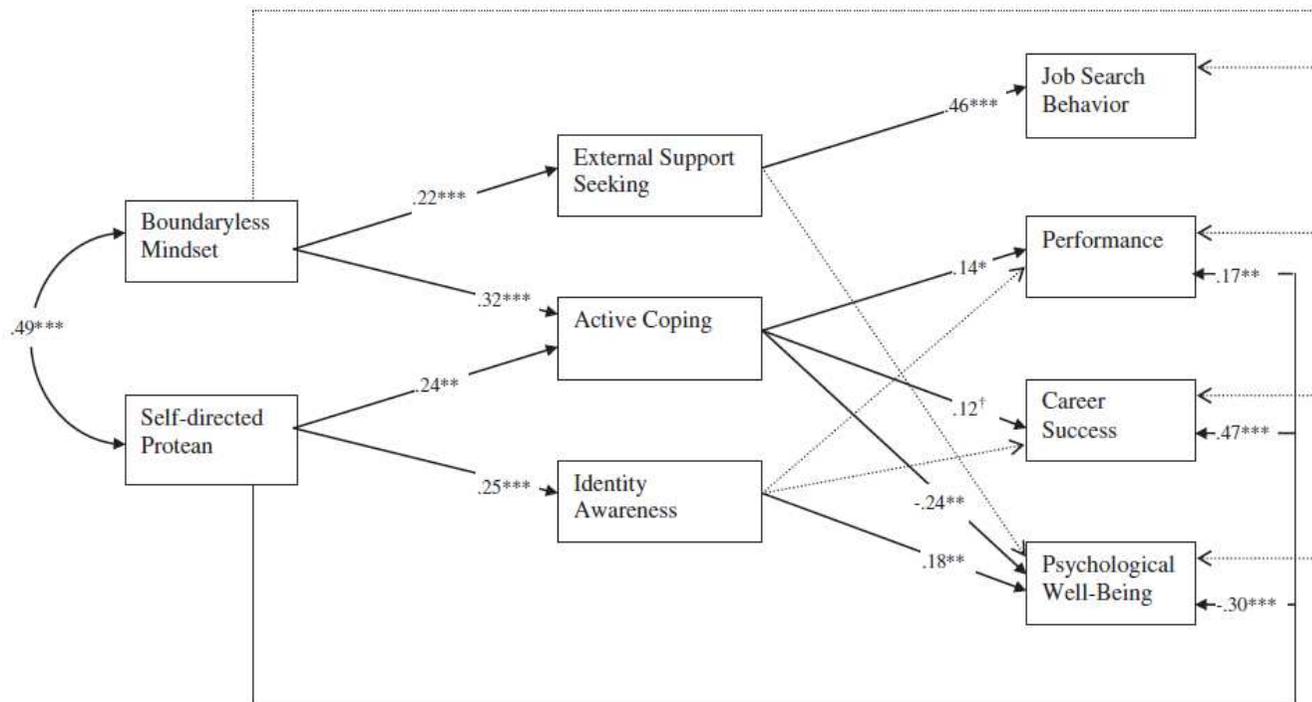
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- Waters, L. et al. (2014). Protean career attitudes during unemployment and reemployment: A longitudinal perspective. *Journal of Vocational Behavior*, 84, 405-419.

Coping with an insecure employment environment: The differing roles of protean and boundaryless career orientations

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Notes. Dashed lines represent nonsignificant paths. $N = 362$; $^{\dagger} p < .10$; $* p < .05$; $** p < .01$; $*** p < .001$.

Fig. 2. Final model showing standardized path coefficients.



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Protean career attitudes during unemployment and reemployment: A longitudinal perspective



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Protean and boundaryless careers: A study on potential motivators[☆]

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Resultados Inesperados!

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The “new career” and organizational commitment Do boundaryless and protean attitudes make a difference?

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The interplay of boundaryless and protean careers: Combinations and implications

Jon P. Briscoe ^{a,*}, Douglas T. Hall ^b

Table 1
Likelihood of protean and boundaryless combinations

		Protean			
		No	Yes	No	Yes
	Values driven?	No	Yes	No	Yes
	Self-directed career management?	No	No	Yes	Yes
Boundarylessness		<i>Dependent</i>	<i>Rigid</i>	<i>Reactive</i>	<i>Protean (transformational)</i>
Physical mobility	Psychological mobility?				
No	No	Medium	High	Low	Low
Yes	No	Medium	Low	Low	Low
No	Yes	Low	High	Medium	High
Yes	Yes	Low	Low	Medium	High

Protean: Self-directed career management	Protean: Values driven	Boundaryless: Psychological mobility	Boundaryless: Physical mobility	Hybrid category/archetypes	Career actor's personal challenge in maintaining status Quo	Career actor's and supporting groups' career development challenge
Low	Low	Low	Low	"Lost" or "Trapped"	React quickly to opportunities, survive.	Clarify priorities, gain career management skills, expand perspective.
Low	High	Low	Low	"Fortressed"	Find stable, opportunities in predictable organizations that match values.	Broaden in terms of open-mindedness and self-direction. Otherwise, person and employers will suffer unless this person is a perfect fit for an extremely stable situation/organization.
Low	Low	Low	High	"Wanderer"	Continuously find new rides to "hitch."	Help develop self-direction, establish whether fit good after this is achieved.
Low	High	High	Low	"Idealist"	Finding organizations that match values, curiosity, but don't require mobility.	Find challenges to push out of comfort zone and help build adaptability skills—in terms of mindset and working across boundaries.
High	Low	High	Low	"Organization man/woman"	Find stable organizations in which basic performance competence can be demonstrated.	Don't be seduced by performance ability. Increase self-awareness to make leader of high performer.
High	High	High	Low	"Solid Citizen"	Person-organization fit a must. Mobility a threat.	Maintain diversity of talent but leverage solid citizen's contributions.
High	Low	High	High	"Hired Gun/hired hand"	Identify and respond to best opportunities for providing services across boundaries	Convert talented, reactive person into effective, self-aware leader with a sense of priorities.
High	High	High	High	"Protean Career Architect"	Leverage capability into meaningful impact	Provide stages on which to shine, learn, engage. Temper if needed.

Concluindo

Carreiras Proteanas/Multiformes (e Carreiras “Sem Fronteiras”) são, basicamente, metáforas (Kerr Inkson)

Estas metáforas são verdadeiramente úteis para esclarecermos as novas formas de carreira do século 21?

As pistas foram esboçadas, agora o caminho árduo, mas enriquecedor da descoberta pessoal está aí para ser trilhado. Boas explorações!

Caminhante, são teus rastos
o caminho, e nada mais;
caminhante, não há caminho,
faz-se caminho ao andar.
Ao andar faz-se o caminho,
e ao olhar-se para trás
vê-se a senda que jamais
se há-de voltar a pisar.
Caminhante, não há caminho,
somente sulcos no mar.

Antonio Machado
Poema XXIX de Provérbios y Cantares

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