A DYNAMIC CAPABILITY VIEW OF CAREER ADAPTATION: AN EXPLORATORY STUDY

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ABSTRACT

Purpose - Disruptive forces, such as the global pandemic and technological innovation, are leading to growing labor uncertainty. For organizations, being able to adapt is a key skill for employees, while adapting to different employment contexts is increasingly essential for career success. This study leverages career adaptability theory and integrated dynamic capabilities to isolate skills enabling career adaptation.

Design/methodology/approach - A qualitative study was conducted to develop a skills codebook using a Delphi technique to converge on career adaptation skills, which was validated against leading meta-skills frameworks and a purposeful sample of 15 occupational competency models.

Findings - The codebook phase identified 24 distinct meta-skills in 6 clusters: problem-solving, self-reliance, collaboration, communication, core literacies and core workplace skills. Findings confirmed that most of the skills identified by the experts were also present across the meta-skills frameworks.

Research limitations/implications - This study highlights research opportunities, including a recommendation to extend the codebook by conducting a large sample empirical study of occupational competency models.

Practical implications - Adaptive individuals remain attractive in the job market. With the proposed framework, individuals can systematically reflect on ways to develop career adaptation skills.

Other stakeholders should support the development of skills that facilitate an individual's capacity to adapt to diverse employment contexts.

Originality/value - This study contributes to resolving the debate on skills contributing to career adaptation by combining the career adaptability theory and integrated dynamic capabilities, to produce a harmonized meta-skills codebook including labels, definitions and synonyms. This study validates the codebook against leading skills frameworks and occupational competency models.