



LEEDS
BECKETT
UNIVERSITY

Citation:

Pfeifer, G (2019) Sustainable Career Planning in an Age of Longevity: Maintaining inspiration and positive job experiences across the lifespan. In: Invited talk by The Department for International Trade, 28 October 2019, London, UK. (Unpublished)

Link to Leeds Beckett Repository record:

<https://eprints.leedsbeckett.ac.uk/id/eprint/6290/>

Document Version:

Conference or Workshop Item (Presentation)

The aim of the Leeds Beckett Repository is to provide open access to our research, as required by funder policies and permitted by publishers and copyright law.

The Leeds Beckett repository holds a wide range of publications, each of which has been checked for copyright and the relevant embargo period has been applied by the Research Services team.

We operate on a standard take-down policy. If you are the author or publisher of an output and you would like it removed from the repository, please [contact us](#) and we will investigate on a case-by-case basis.

Each thesis in the repository has been cleared where necessary by the author for third party copyright. If you would like a thesis to be removed from the repository or believe there is an issue with copyright, please contact us on openaccess@leedsbeckett.ac.uk and we will investigate on a case-by-case basis.

**Sustainable Career Planning in an Age
of Longevity:
Maintaining inspiration and positive
job experiences across the lifespan.**

Dr Gaby Pfeifer

2019

g.pfeifer@leedsbeckett.ac.uk

Outline

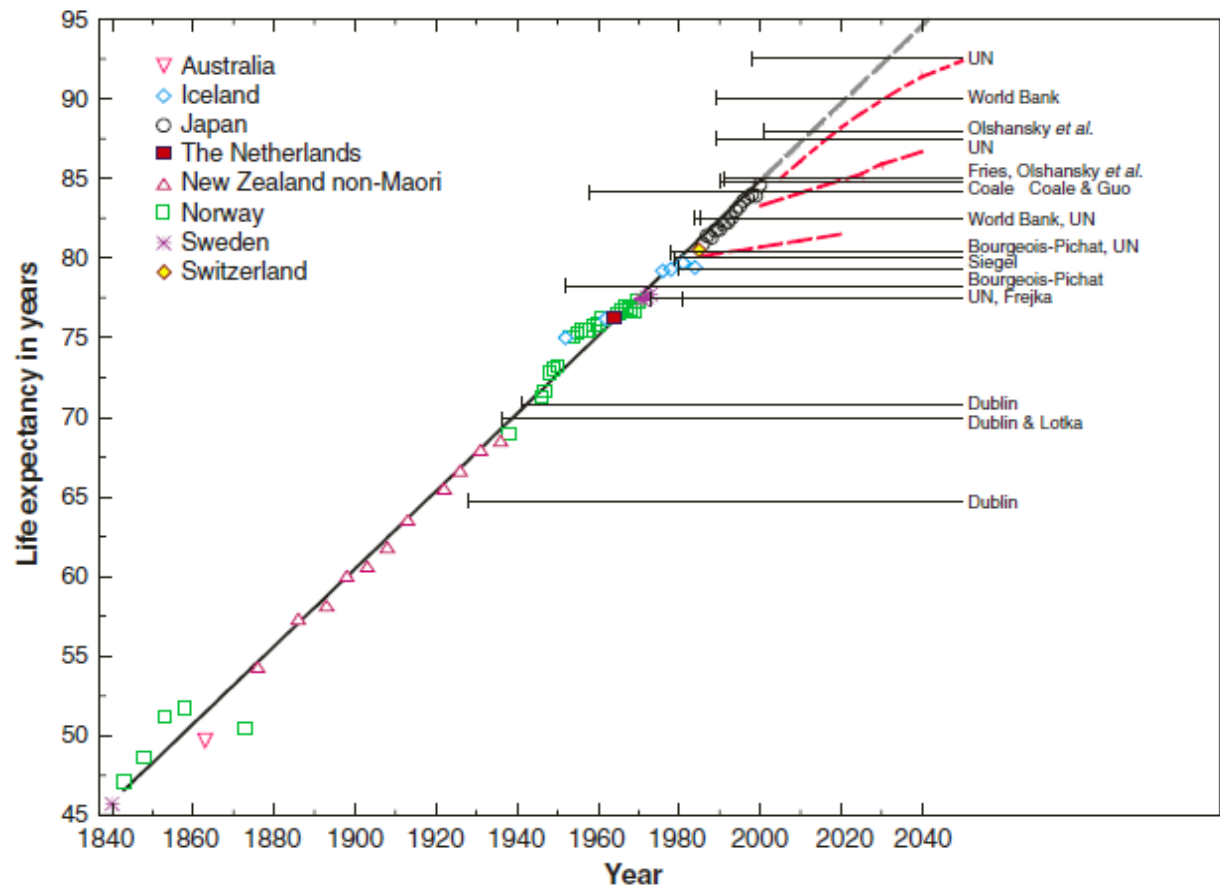
- Increases in life expectancy
- The new multi-stage life
- Implications for life and career design
 - Continuous learning
 - Staying active and productive
- Creating a successful and happy workplace:
 - Values



Increases in life expectancy

- Steady *increase* of life expectancy over the last 160 years.

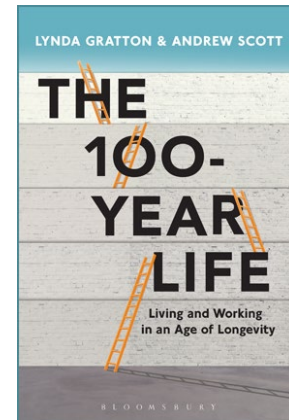
“The four-decade increase in life expectancy in 16 decades is so extraordinarily linear [$r^2 = 0.992$] that it may be the most remarkable regularity of mass endeavor ever observed.”



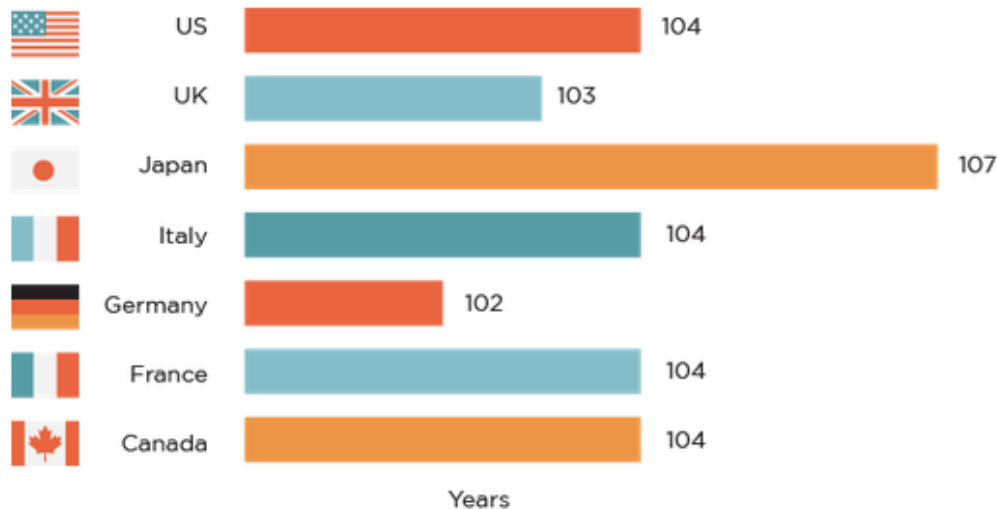
(Oeppen & Vaupel, 2002, *Science*)

Increases in life expectancy

- The 100-year life
(Gratton & Scott, 2016)



Oldest age at which 50% of babies born in 2007 are predicted to still be alive.



Source: Human Mortality Database, University of California, Berkeley (USA) and Max Planck Institute for Demographic Research (Germany). Available at www.mortality.org

- Discrepancy between period estimates and cohort estimates of life expectancy.

Increases in life expectancy

Blessing or curse?

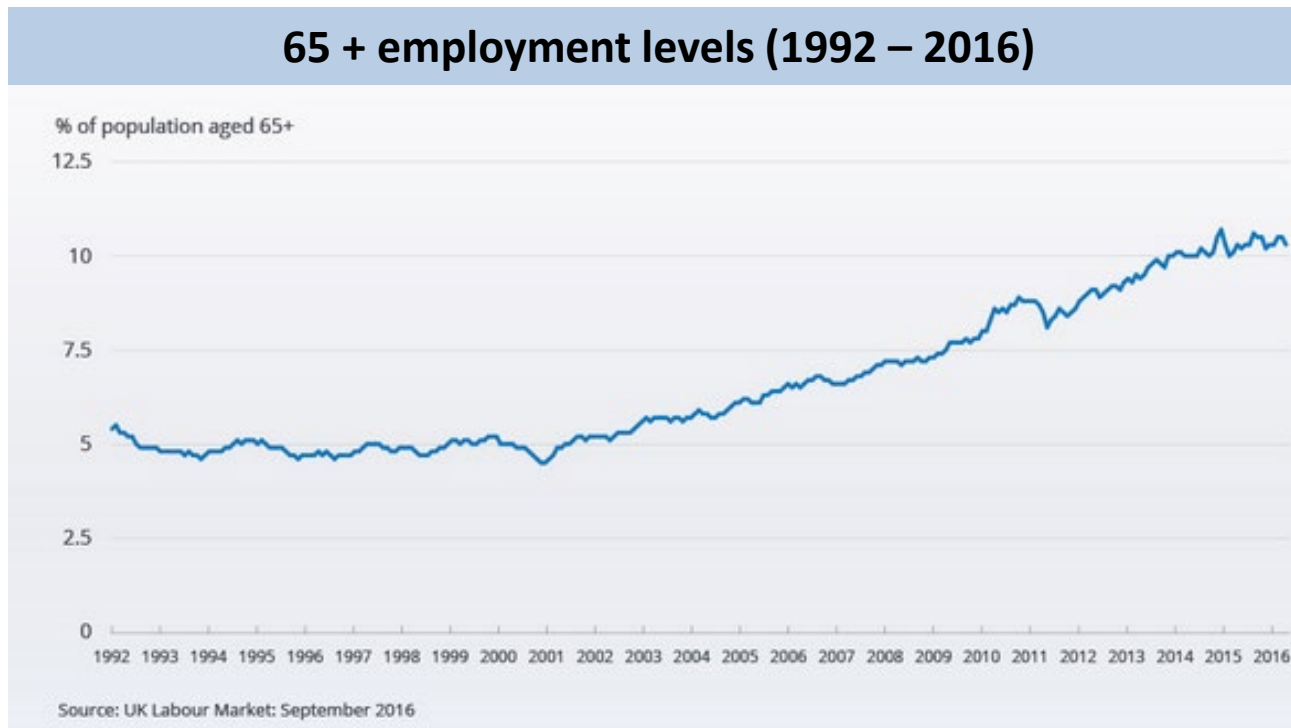
- **Health:** Aging associated physical and cognitive decline.
 - However, *compression of morbidity* in people with healthier lifestyles [regular exercise, no smoking, weight control] (Fries, 1980; Christensen et al. 2009).
 - *Longevity = Staying younger for longer* rather than *being old for longer*.



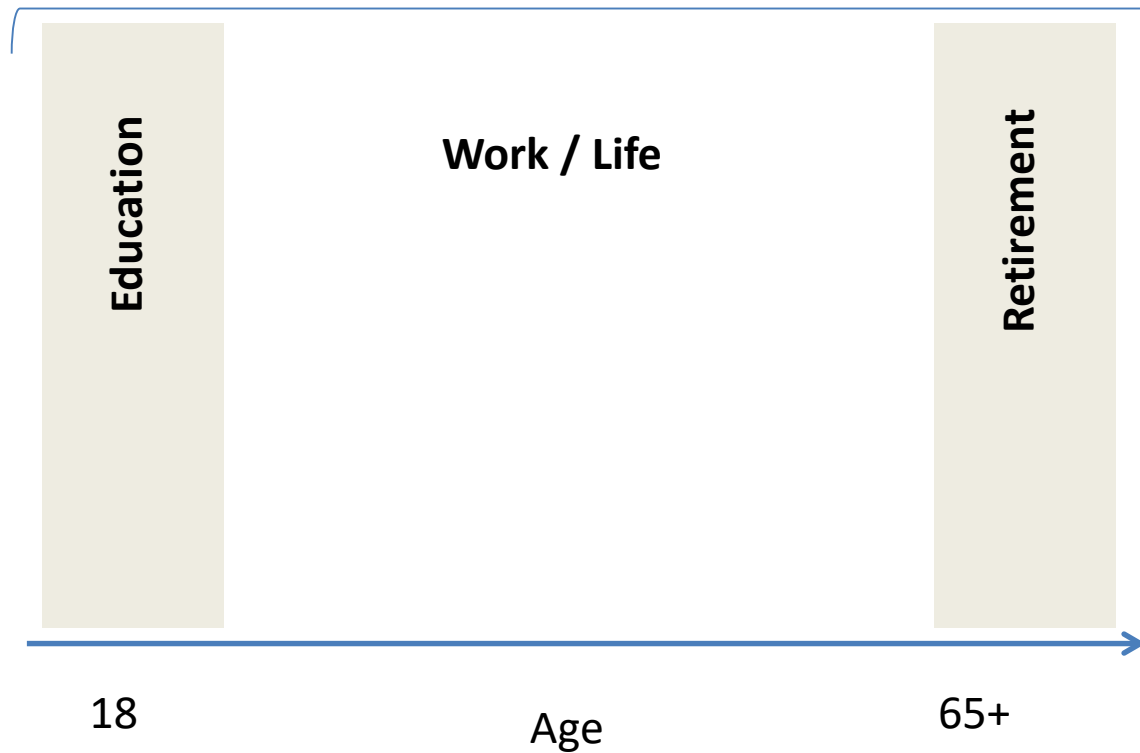
Increases in life expectancy

Blessing or curse?

- **Finances:** How do we fund our longer lives?
- Trend towards working until an older age:

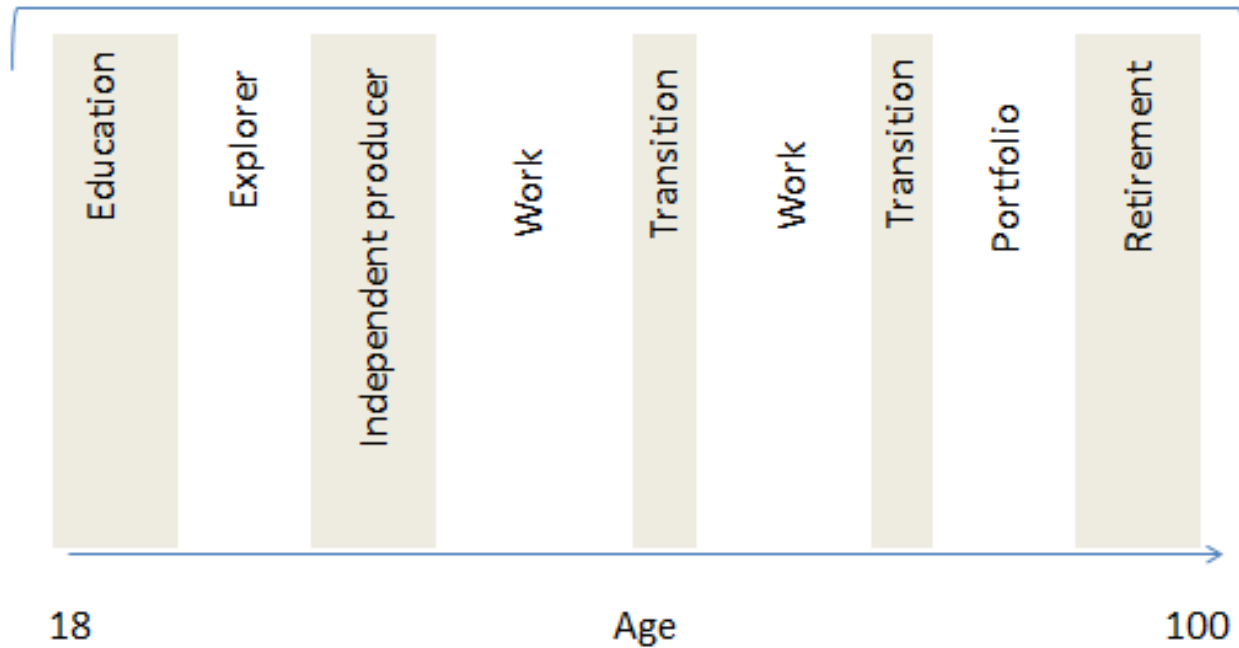
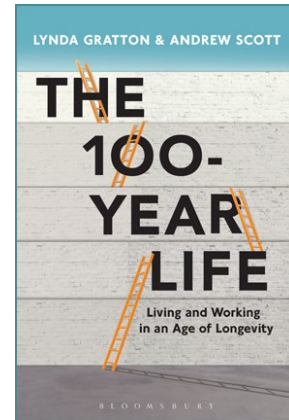


The traditional Three-Stage life



(Gratton & Scott, 2016)

The Multi-Stage life



(Gratton & Scott, 2016)

Outline

- Increases in life expectancy
- The new multi-stage life
- **Implications for life and career design**
 - Continuous learning
 - Staying active and productive
- Creating a successful and happy workplace:
 - Values



Continuous learning and development



(Barrett, H. 2017, *Financial Times*)

- Redefining leisure? → balancing recreation and *re-creation*
- New work structures:
 - Three-day work week, for 11 hours and retire at 75
 - Remote working
 - Transition phases/Sabbaticals

(Davidson, H. 2014, *The Guardian*; Gratton & Scott, 2016)

Staying active and productive

- E.g. via Portfolio careers (Hopson & Ledger, 2009)
- Contributes to successful aging
- **Why?**
 - Improves overall life satisfaction (Binder & Coad, 2013) and health (Goodman, 2015)
 - Organisational volunteering benefits health and well-being, and lowers mortality rates of volunteers (Okun et al., 2013)
- New pursuits:
 - Encore careers
 - Adult education, U3A.



Outline

- Increases in life expectancy
- The new multi-stage life
- Implications for life and career design
 - Continuous learning
 - Staying active and productive
- **Creating a successful and happy workplace:**
 - **Values**



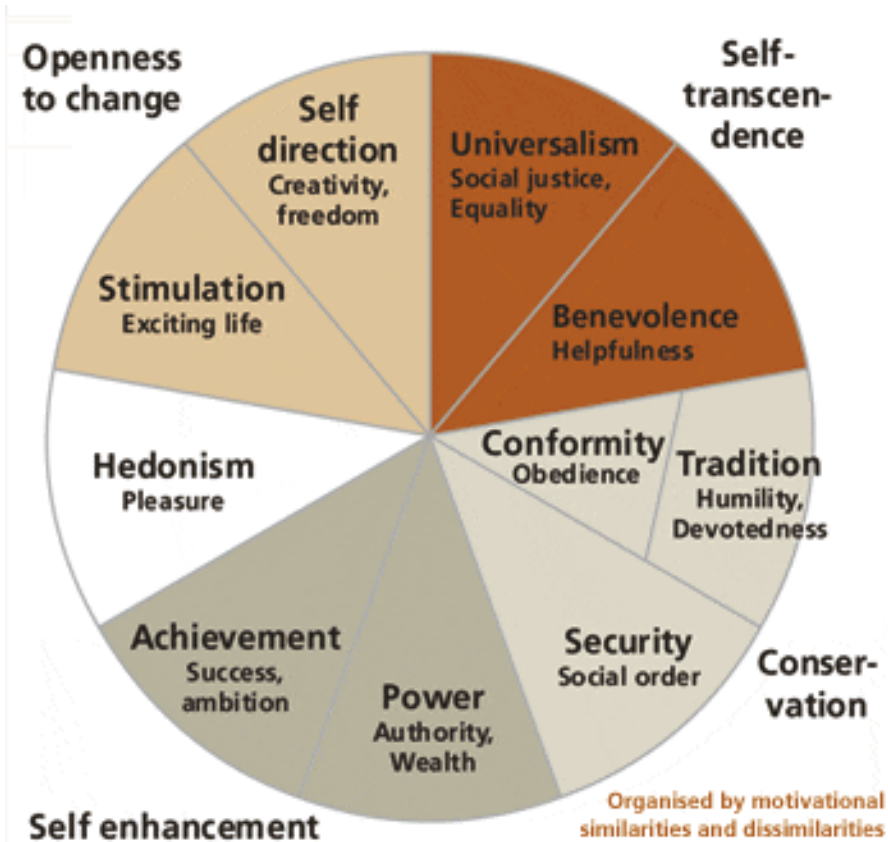
'Happiness' and 'Wellbeing' in the work place

- Media coverage :
 - 5 Science-Backed Ways to be Happier at Work (Lachance-Shandrow, 2016; *Entrepreneur*)
 - Being Happy at Work Matters (McKee, 2014; *Harvard Business Review*)
 - Business should ensure the well-being of people and the planet (Kobayashi, 2019; *The Telegraph*)
- How can this be achieved?

Values

Ten basic human values

(Schwartz, S., 2012)



- Guiding principles in people's lives.
- Each person has their own unique order.
- Values change across the life-span (e.g. Age correlates negatively with stimulation and achievement, but positively with security and conformity).

Free self-assessment tool

- Personal value assessment, Barrett Values Centre: <https://tinyurl.com/nlrympf>

Value integration

- Engaging in *psychological groundwork* to find out who we are and what is important to us.
- Raising self awareness, facilitates career/ job decisions.
- An opportunity to live/integrate these values in the workplace.

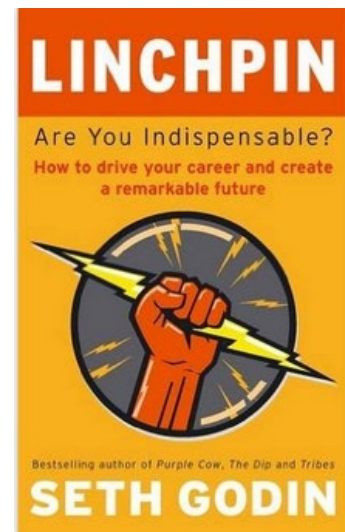
Seven areas of life



(Edwards, 2008; Gorgievski et al., 2017; Perez, 2017)

Value integration

- **Changing attitude/mindset towards work**
 - How can I add value to the workplace?
 - Being initiative, proactive and ‘making things happen’
- **‘There is no map’**
 - Customise your own work vs. following instructions
 - Gain inspiration from your contributions to work
- **Emotional labour**
 - Bring your whole self to work
 - Adding *unexpected* value

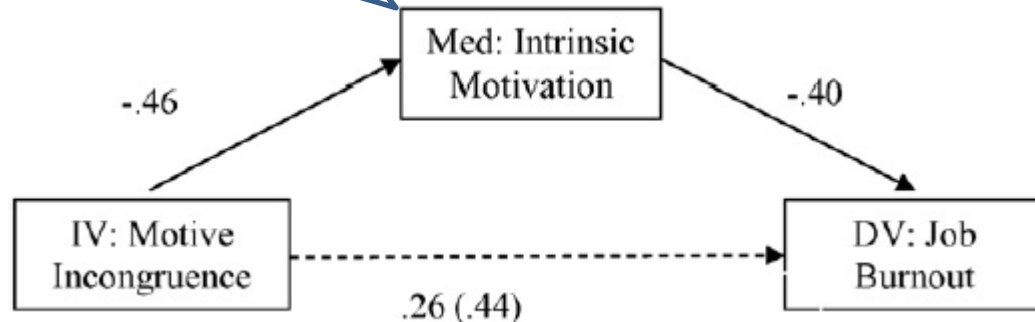


Effects of value integration on wellbeing

- ✓ Awareness of values increases certainty, direction and self-esteem (Kernis, 2003).
- ✓ Affirmation of personal values reduces neuroendocrine responses (Creswell et al., 2005).
- ✓ Value integration can reduce job burnout (Rawolle et al., 2016).

- I enjoy this work very much
- I have fun doing my job
- This job brings me moments of pleasure

- affiliation
- achievement
- power



Summary

- ✓ Longer life expectancy changes the way we create a healthy work-life balance.
- ✓ New work structures facilitate working and living in an age of longevity.
- ✓ Integrating values and developing a proactive mindset towards work contribute to a positive job experience.

References

- Gratton, L. & Scott, A. (2016). *The 100-Year Life. Living and Working in an Age of Longevity*. London UK, Bloomsbury Publishing PLC.
- Oeppen, J. & Vaupel, J.W. (2002). Broken limits of life expectancy. *Science*, 296 (5570), 1029-1031.
- Fries, J. F. (2002). Aging, natural death, and the compression of morbidity. 1980. *Bulletin of the World Health Organization*, 80(3), 245–250.
- Hopson, B. and Ledger, K. (2009). *And what do you do? 10 steps to creating a portfolio career*. A & C Black Publishers Ltd
- Christensen, K., Doblhammer, G., Rau, R., & Vaupel, J. W. (2009). Ageing populations: the challenges ahead. *Lancet*, 374(9696), 1196–1208. [http://doi.org/10.1016/S0140-6736\(09\)61460-4](http://doi.org/10.1016/S0140-6736(09)61460-4).
- Binder, M. and Coad, A. (2013). Life Satisfaction and Self-Employment: A Matching Approach. *Small Business Economics*, 40(4):1009–1033.
- Goodman, N. (2015). *The Impact of Employment on the Health Status and Healthcare Costs of Working-age People with Disabilities*. Lead Center Policy Brief, November, 2015.
- Okun, M.A. et al. (2013). Volunteering by Older Adults and Risk of Mortality: A Meta-Analysis. *Psychology and Aging*, 28 (2), 564 – 577.
- Schwartz, S. H., Cieciuch, J., Vecchione, M., Davidov, E., Fischer, R., Beierlein, C., Ramos, A., Verkasalo, M., Lönnqvist, J.-E., Demirutku, K., Dirilen-Gumus, O., & Konty, M. (2012). Refining the Theory of Basic Individual Values. *Journal of Personality and Social Psychology*, 103 (4), 663 – 688. 10.1037/a0029393
- Gorgievski, M. J., Stephan, U., Laguna, M. & Moriano, J. A. (2017). Predicting entrepreneurial career intentions: values and the theory of planned behavior. *Journal of Career Assessment*. *In Press*.
- Perez, M. (2017). Millennials, Here's Why Your First Job May Not Be Your Dream Job. *Forbes*. Available online: <http://tinyurl.com/ya3wbzgl> (Accessed on 20/09/2019).
- Godin, S., & OverDrive Inc. (2010). *Linchpin: Are You Indispensable?* New York: Penguin USA.
- Kernis, M.H. (2003). Toward a conceptualization of optimal self-esteem. *Psychological Inquiry*, 14 (1), 1 – 26.
- Creswell, J. D., Welch, W. T., Taylor, S. E., Sherman, D. K., Gruenewald, T. L., & Mann, T. (2005). Affirmation of Personal Values Buffers Neuroendocrine and Psychological Stress Responses. *Psychological Science*, 16(11), 846–851. <https://doi.org/10.1111/j.1467-9280.2005.01624.x>
- Rawolle, M., Wallis, M.S.v., Badham, R., Kehr, H.M. (2016). No fit, no fun: The effect of motive incongruence on job burnout and the mediating role of intrinsic motivation. *Personality and Individual Differences*, 89, pp. 65-68
- Edwards, Jeffrey R. (2008) '4 Person-Environment Fit in Organizations: An Assessment of Theoretical Progress', *The Academy of Management Annals*, 2:1, 167 – 230
- Davidson, H. (2014). Carlos Slim calls for three-day working week to improve quality of life. *The Guardian*. Available online: <http://tinyurl.com/yc6vq8xs> (Accessed on 20/09/2019).
- Barrett, H. (2017). Plan for five careers in a lifetime. *Financial Times*. Available online: <https://www.ft.com/content/0151d2fe-868a-11e7-8bb1-5ba57d47eff7> (Accessed on 20/09/2019).