

# Journal of Leadership & Organizational Studies

<http://jlo.sagepub.com>

---

## **The Road Less Traveled: How to Manage the Recycling Career Stage**

Sherry E. Sullivan, David F. Martin, William A. Carden and Lisa A. Mainiero

*Journal of Leadership & Organizational Studies* 2003; 10; 34

DOI: 10.1177/107179190301000204

The online version of this article can be found at:  
<http://jlo.sagepub.com/cgi/content/abstract/10/2/34>

---

Published by:



<http://www.sagepublications.com>

On behalf of:



Midwest Academy of Management

**Additional services and information for *Journal of Leadership & Organizational Studies* can be found at:**

**Email Alerts:** <http://jlo.sagepub.com/cgi/alerts>

**Subscriptions:** <http://jlo.sagepub.com/subscriptions>

**Reprints:** <http://www.sagepub.com/journalsReprints.nav>

**Permissions:** <http://www.sagepub.com/journalsPermissions.nav>

**Citations** <http://jlo.sagepub.com/cgi/content/refs/10/2/34>

## The Road Less Traveled: How to Manage the Recycling Career Stage

Sherry E. Sullivan, Bowling Green State University, Bowling Green, Ohio  
David F. Martin, Murray State University, Murray, KY  
William A. Carden, North Carolina A&T State University, Greensboro, NC  
Lisa A. Mainiero, Fairfield University, Fairfield, CT

---

*This article examines how organizations can better respond to the needs of individuals who are re-examining and changing their chosen career paths. The term, "career recycling", reflects a new, growing segment of the workforce describing individuals who are reexamining and changing their career paths. Through exploratory interviews, we found that recyclers were dissatisfied with their careers and willing to accept the risks associated with changing career direction. Recycling is generally triggered by organizational change, personal plateauing and/or personal crisis. Firms may need to reassess, redesign, and reevaluate key human resource activities, such as employee counseling, job sharing, and compensation benefits in the light of this new phenomenon.*

---

Two roads diverged in a wood, and I--  
I took the one less traveled by,  
And that has made all the difference.  
Robert Frost

The U.S. workplace has dramatically changed over the last two decades. Due to recent downturns in the economy, downsizing has become institutionalized despite research on its negative outcomes (McKinley, Zhao & Rust, 2000). More than 305,000 U. S. workers were laid off in the first quarter of 2001, a 20% increase from the first quarter of 2000. Between 1990 and 1996, 17 million workers lost their jobs (Rock, 1997). Today over five and one-half million Americans remain unemployed (Bureau of Labor Statistics, 2001b). After September 11, 2001, the

unemployment rate rose steadily to heights not seen in over twenty years. During the last 10 years, downsizing has become more prevalent and unlike in the past, more white-collar, college educated professionals are being displaced. Less than half of the firms undergoing layoffs anticipated re-employing these workers (Bureau of Labor Statistics, 2001a).

In contrast to past periods of downsizing, recent layoffs have resulted in a greater proportion of midcareer, older workers, and college graduates among the jobless (Bureau of Labor Statistics, 1995; Polivka and Nardone, 1989; Tilly, 1991). With 40% of the workforce projected to be age 45 or older by 2008 (Dohm, 2000), the baby boom generation is being forced to face the challenges and opportunities of midlife in a highly competitive, rapidly changing economic climate. What are the career implications for these workers who are being forced to leave their firms at midlife? How does the increase in corporate downsizing affect individual's progression through common career stage models?

While some employees are likely to experience downsizing as a minor setback in their careers, characterized by lower raises and slower advancement potential, other individuals in these circumstances are likely to make major changes in their careers as a result of the transition. Some workers will readjust their career aspirations and follow the *traditional "road most traveled."* They are likely to maintain their occupational position, progress sequentially through the normal linear career stages, and retire from the work force (Sullivan, Martin & Carden, 1998). In contrast, other workers will experience a midlife career

change. This career change may be triggered by a lay-off, a career plateau or the realization of lack of occupational fit. These individuals may seek new answers, change the pattern of their lives and careers, and venture down the nontraditional "road less traveled."

In traveling this road, these individuals engage in what Super (Super, 1979, 1980; Super, Thompson, & Lindeman, 1988) called recycling. In the past, these recyclers, who veered from the sequential career stage model, were labeled nonadaptive (Morrison, 1977); changing career direction in midlife was viewed as detrimental to climbing the corporate ladder. Because these midlife career changers were not the norm, little research examined this phenomenon until recently<sup>1</sup>.

In contrast to the view that recycling is nonadaptive or detrimental to one's career, we suggest that recycling can be a time of career evaluation and renewal. More importantly, the increasing frequency of organizational downsizing and the individuals' recognition of the need to balance work/nonwork life are prompting more individuals to re-examine their careers and make career changes. Thus, organizations need to

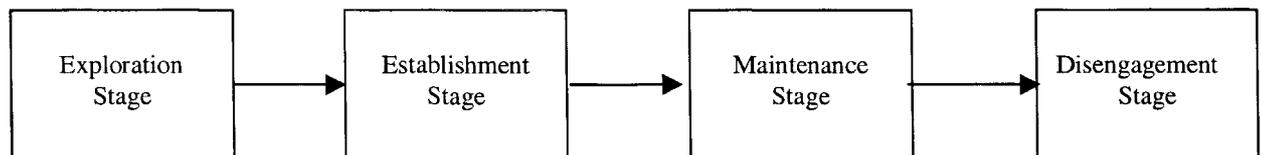
develop plans to manage this growing segment of the work force.

What is recycling? How does it fit into traditional or nontraditional career models? What causes individuals to recycle? What are the characteristics of those who move into this stage? This article focuses on these questions and suggests ways in which managers can more effectively utilize the increasing number of employees engaged in recycling.

## What is Recycling?

Traditionally, workers viewed career development as an linear ascent up the corporate ladder. Traditional career models suggest that individuals progress sequentially through a series of stages from entry until retirement. One of the most popular of these models was developed by Donald Super (1957, 1979, 1980) and is depicted in Figure 1. Super identified four career stages and described the developmental tasks and psychological issues most frequently encountered at each stage as follows:

Figure 1. Traditional Career Stage Progression (Super, 1957; Super, Thompson, and Lindeman, 1988)



(1) In the *exploration* stage (approximately age 15-24), individuals engage in self-examination and reality testing.

(2) During the *establishment* stage (approximately age 25-44), individuals try to make a place for themselves in their chosen occupation. Security is their objective.

(3) In the *maintenance* stage (approximately age 45-59), individuals attempt to hold onto their positions and keep up to date on the newest developments in their fields.

(4) During the *disengagement* stage (approximately age 60 and over), individuals tend to slow down, seek nonwork sources of life satisfaction and think about retirement (Super,

1957, 1979, 1980).

Although Super acknowledged that a small number of individuals might not successfully progress through these stages in an orderly manner (Super, Thompson, & Lindeman, 1988), these exceptions were not extensively studied until recently (Bejian & Salomone, 1995; Goodman, 1994). Other researchers have argued that progression through the career stages is not always smooth (Hall & Mirvis, 1996; Sullivan, 1999). Driver (1982) described the possibility of non-traditional career paths, which he differentiated from traditional career paths based on the dimensions of time, permanence, and direction underlying individual career choices. Driver's

(1982) transitory concept suggested that individuals may move laterally from job to job without regard to a coherent career theme, while those with a spiral career developed in a given field for a period of time and then moved on to another field (Brousseau, Eneroth, & Larsson, 1996; Driver, 1982).

Despite this, little has been written about the transition process or about individuals who follow non-traditional career paths. However, during the last decade, researchers have begun to take note of recycling. For example, Smart and Peterson (1997) tested the idea of recycling and found that individuals changing their careers, when compared to individuals not changing their careers, had concerns similar to individuals just establishing their careers. Moreover, because recyclers re-examine their careers and are ready to look outside the boundaries of their organization or career, the concept of recycling fits within the growing literature on the boundaryless career (Arthur, 1994; Arthur & Rousseau, 1996; Peiperl, Arthur, Goffee & Morris, 2000; Sullivan, 1999).

The boundaryless career literature suggests that today's employees are traveling career paths that are discontinuous and go beyond the boundaries of a single firm (DeFillipi & Arthur, 1996). For example, Schmeer and Reitman (1993) found that 23% of the MBAs surveyed experienced early career gaps, such as a period of unemployment of at least one month, and 13% experienced mid-career gaps. Sullivan (1999) addressed several types of transitions experienced by workers: 1) transitions across organizational boundaries, 2) transitions across occupational boundaries, 3) changes in the meaning of employment relationships, 4) network relationships, and 5) transitions across the boundaries between roles, and 6) transitions across boundaries within roles.

Respecting and following the mechanisms of such transitions requires that individuals shift attitude from reliance on their current firm to provide them with an acceptable career to a questioning attitude that is independent of and broader than the current organization. The boundaryless careerist seeks the best personal career solution, either internal or external to the current organization and/or occupation.

Boundaryless careers may incorporate transitions, such as the ones described by Sullivan (1999), or may involve gaps or interruptions, such as those described by Schmeer and Reitman (1993). To date, however, the concept of change and renewal has not been incorporated into the largely stagnant career models, which purport a linear progression of advancement rather than embracing change.

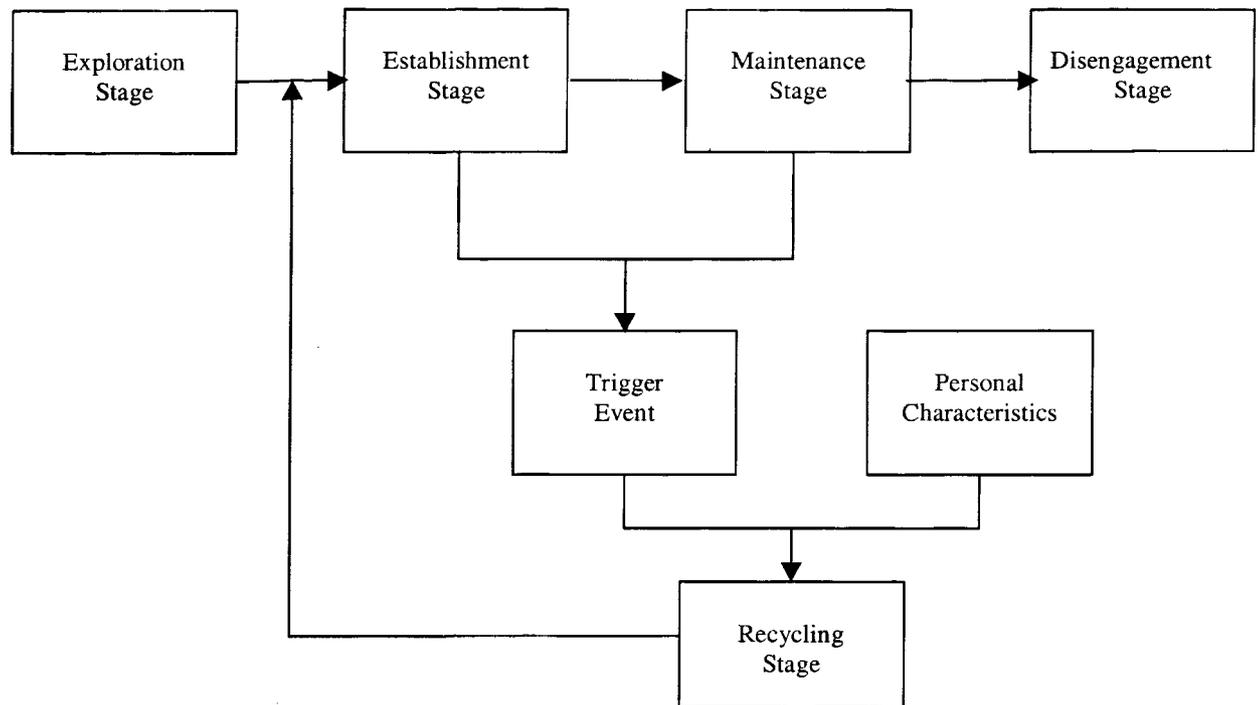
To incorporate these transitional career changes, and to more accurately depict the dynamism that exists in most careers, we recommend that a fifth career stage, *recycling*, be added to Super's model. The recycling process, as depicted in Figure 2, is most likely to occur in either the establishment or maintenance stage. Recycling is defined as the stage in which individuals, particularly those in midcareer, re-examine their choices, and as a result, take action to change some aspect of their career. The career change can range from something as dramatic as changing occupations to something more subtle as refusing a promotion in order to spend more time with family.

The change may be more external and more easily recognized by third parties, such as leaving a corporation to become self-employed, or may be more internal, such as redefining one's measure of success from salary increases to increased learning opportunities.

Similar to the exploration career stage, in which young adults engage in self-examination and explore occupational opportunities, older adults are exploring how their lives can be changed. Unlike young adults however, these older adults enter the recycling stage with a wealth of experience and knowledge gained throughout their lifetimes. As a result, the recycler's view of the world differs greatly from perspectives that were held in earlier career stages.

The recycling stage is characterized as a time of possible renewal (Bejian & Salomone, 1995) and career re-direction. Recyclers tend to make major career changes (such as leaving the practice of law to teach high school English), change their thinking about their careers (such as changing their life emphasis from career to family issues or vice versa), or change both their career and life emphasis.

Figure 2. The Recycling Process.



### Sample and Method of Analysis

Because no previous in-depth studies have been completed on recycling, we chose exploratory methods in order to more fully conceptualize the recycling process. Fifteen individuals were selected who exemplified our definition of recycling. These were individuals from all walks of life who had taken a job interruption, changed careers, or returned to school to gain further educational possibilities. Interviews were conducted to glean information on the underlying causes and trigger events that caused career changes. Interview questions were also asked to determine the characteristics of recyclers, and the reasons why they made job changes, however extensive.

Using an iterative process as suggested for exploratory studies similar to the Glaser and Straus (1967) framework for grounded theory, the authors read the data and made judgements about themes that characterized the data from these interviews. Three central themes that describe the underlying causes of recycling, and two characteristics of recyclers were identified from these exploratory,

iterative, and initial results. The exploratory data suggest that organizational changes, personal career plateaus, and personal crises are the three major underlying causes, or trigger events, associated with movement into the recycling stage. In addition, we were able to discern two characteristics of the recyclers themselves: risk-taking and optimism, that permeated the interviews.

Sample commentary and case data from these exploratory interviews are presented in the following section. The names of the participants have been disguised for reporting purposes.

### What Causes People to Recycle?

#### Organizational Changes

Organizational changes, such as downsizing, mergers, and reduction in promotional opportunities often cause people to rethink their careers. Some individuals are forced into this period of re-examination when they find themselves unemployed because of a lay-off or firing. This is an involuntary change in the minds

of most people, causing a readjustment to the notion of career, and the redevelopment of one's identity as a careerist within a particular profession or firm.

For example, interviewee Ron Hall had worked many hours both as a full-time technician at a major hospital and as a sleep consultant. Ron, a bachelor approaching his fortieth birthday, had a fancy new sports car and lots of money in the bank.

He had planned to keep up his hectic work pace until hospital downsizing and a long talk with a retired friend caused him to rethink his work/nonwork balance. Ron, defining success by his own standards, dramatically reduced his work hours and married.

Several of the individuals we interviewed said that mergers and buy-out plans had provided the impetus to make career changes. Others who had survived large scale lay-offs began to question the security offered by their company or career and/or reassessed their careers because of the increased workload and stress.

### Personal Career Plateaus

Personal career plateaus occur when individuals are unable to rise in the hierarchy because of a lack of skills, knowledge or education. Take for example the case of Katie Alexander, a 45-year-old mother of two, who had worked 18 years in the manufacturing industry. Although rated as an outstanding performer, Katie had been passed up for promotion time and time again because she lacked a college diploma. She decided to leave her job and return to college full-time to get a Bachelor's degree in human resource management. Katie is now employed as an entry-level human resource specialist and working towards her MBA.

Katie is not alone; the latest available data shows that over 900 thousand U.S. women age 35 and over, twice as many as men, were enrolled in college in 1997 (National Center for Educational Statistics, 2001). Many midlife women find their advancement efforts stymied by a lack of credentials. Others, having focused the first part of their lives on child rearing, are returning to college in order to climb the first rung of the corporate ladder.

Although most of the individuals we spoke with who reassessed their careers because of the lack of a diploma were women, men can also be

spurred into career reassessment by a personal plateau. Levinson's (1978) original work on men's career and life stage development, in which the midlife crisis in men precipitated changes in career or life structure, echoes this theme.

For instance, Sam Gardener had graduated from high school in 1962 and, at the urging of his father, completed a tool and die apprenticeship. Sam's father told him that a skilled trade and the union were the tickets to lifetime employment. Sam advanced steadily in his career until 1985 when the plant he worked at closed. Despite his 23 years of work experience, Sam was shocked to learn that he could not obtain a similar position because he lacked a college degree. Realizing the rules of the game had changed, Sam reassessed his career. Before he had focused on technical competency and aggression to get ahead; today Sam focuses on life-long learning and continual up-dating of his skills. He has returned to college to obtain a Master's degree in organizational development.

### Personal Crisis

Covey (1989), in his best selling book *The Seven Habits of Highly Effective People*, writes about individuals who are discontented with their current situations and need to develop a moral compass to guide their careers and lives. These individuals have tremendous professional success but feel disconnected from their spouses, children, community, and even themselves. This dissatisfaction with one's career or life is another cause of recycling.

One of our interviewees, Mike Burke, told how his feelings of dissatisfaction led to several career changes. Mike had spent over twenty years in the Navy, rising through the ranks to retire as an officer. Upon retirement, he climbed the corporate ladder, moving from company to company from promotion to promotion until he was executive vice president at a CPA firm. As the CPA firm planned a merger, Mike's personal career dissatisfaction surfaced and he re-evaluated his career goals. He realized that integrating the company structures would keep him challenged for awhile and then he again would be dissatisfied. Mike said that for the first time in his life he asked himself, "What is it I really want to do when I grow up?" Once he had answered that question, Mike said he was able to identify and change to a

career that he found personally satisfying and meaningful.

Many people, like Mike, begin to reassess their careers when one day they ask themselves "Is that all there is?" or "What do I really want to do with the rest of my life?" Such personal crises provide individuals with the motivation to change their lives. Core beliefs and values, self worth, and fundamental behaviors are questioned. This period of crisis provides the shock or unfreezing that provokes change.

Often changes at midlife cause personal crises that lead to career reassessments. Laurence and Wendy Steinberg (1995), authors of *Crossing Paths*, estimate that approximately 40% of men and 50% of women go through some significant reassessment of their lives at midlife. Why does midlife cause dramatic rethinking of one's career and life? Many people at midlife face death for the first time as parents and friends become ill and die. They realize that their lives are half over. Expectations about promotions and success may not have been met. Some people at midlife feel trapped in stagnant jobs or relationships; many divorce their long time spouses.

For instance, consider the situation of secretary Sally Markham whose 23 years of marriage ended in a painful divorce. At 41, she moved to a new location, earned her college degree, and began working at a national bank. Sally summed up the reasons behind her career change by stating: "When I was married, I always let my husband provide for my family. I worked and all, but that was mostly to get out of the house and make some 'mad' money to spend on myself. After Frank and I divorced, I suddenly felt scared and useless. I was getting by with my pay and the check from my ex, but I wasn't getting ahead. That made me worry about what I was going to do when I got older. I kept seeing myself as one of those poor old women who have to live off of social security and don't have anything to show for life. It took a while, but I finally got up the nerve to move back home and start over." Sally's divorce caused her to re-examine the meaning of work; she decided to replace her job with a career.

In sum, organizational changes, personal plateaus and personal crises appear to cause inner reflection and reassessment of one's past, often resulting in movement in new and different career directions. In the next section, we examine

individuals who are most likely to recognize opportunities for making a career change, conducting a personal reassessment, and then recycling.

### **What Are the Characteristics of Recyclers?**

Many people experience some "aha" moment in their lives, whether it results from being fired from a job, dissatisfaction with a dead-end career, or reaching midlife, when they need to reexamine where they have been and where they really want to go. However, not all people experiencing organizational change, personal plateaus, or midlife will recycle. Many accept that their careers will no longer offer the personal satisfaction they once expected. Others will take jobs in which they are underemployed; many will forego retraining and will be unprepared for new career opportunities.

We believe that individuals who choose to move beyond the status quo to new career directions tend to share certain traits. Recyclers tend to be risk takers and optimists.

#### **Recyclers are risk takers**

U.S. culture perpetuates the myths that "winners never quit" and "if you just work hard enough, everything will work out." (Barringer & Barringer, 1991). These and other myths cause many Americans to label lateral job moves, switching careers at midlife, or getting off the fast track as failure. However, we see this differently: recyclers are willing to take the risks needed to change their careers and go against society norms and peer pressure.

One of our interviewees, Marta Thomas, illustrates the typical risk taking behaviors of recyclers. Marta quit a \$58,000/year international software analyst job because she was dissatisfied with the work and wanted to decide what to do with her life. She is now employed as a software salesperson making \$38,000/year. Marta knows that she could have a more prestigious, better paying job but she prefers a less strenuous job. Marta said, "A lot of my friends think I'm crazy, but my job was too stressful and just didn't leave me any time for myself".

Recyclers are willing to risk the disapproval of others; they define career success by their own

standards, not by societal norms. Another of our interviewees, John Chandler, was a motor pool administrator with the U.S. Army for thirteen years when he decided to change careers. He spoke of his friends' disapproval of his decision to leave the army: "Some of my buddies in the service told me I was crazy to leave with only seven years to retirement, but it got to the point when all I could think about was getting out."

Several of our interviewees spoke of the peer pressure against their career change; they talked of how co-workers constantly questioned their decision, called them "crazy," and treated them like "rate-busters." Many of the recyclers we spoke with detailed how, despite the disapproval of family and friends, they walked away from high profile careers, taking personal and financial risks, in order to revise the direction of their lives and careers.

### **Recyclers are optimistic**

Most of our interviewees were confident in their choices and expressed little or no self-doubt about their decision to change career directions. They were optimistic and exhibited a strong "can-do" attitude. For example, Mike Burke, a retired military officer stated: "I strongly believe that any of us can do anything we set our minds to."

Recyclers believe that they can achieve new career goals. They can readily envision themselves in work contexts much different than their current situations. Some had a dream that they were unable to pursue earlier in life because of the constraints of marriage, family expectations or economic necessity. Others developed new dreams as they grew older. Although many individuals daydream about other lines of work, recyclers take action and make their dreams become reality.

In sum, we see that recycling is triggered by many forces acting in conjunction. The combination of forces, such as organizational change, personal plateau and/or crisis, and the individual traits of willingness to take risks and optimism provide the impetus to move into the career recycling stage.

## **Discussion**

The authors acknowledge that this was an exploratory study based on fifteen interviews that was intended solely to shed some initial light on

the phenomenon of recycling. Based on these exploratory results, we think that the underlying causes, trigger events, and themes that characterize career changes deserve further research attention. Traditional career management programs have tended to focus on early career issues such as organizational entry and establishment. The needs of mid- and late-career employees have been paid, at best, only limited attention. Ironically, mid- and late career employees are potentially valuable to the firm as they have amassed considerable industry experience and wisdom. If their career needs are not met, their loss could have a potentially devastating effect on the firm and its overall performance.

Some recyclers we interviewed described the process of changing careers as "emotional vertigo;" the process being both very scary and very exciting. Although the issues to be dealt with in the recycling career stage are similar to the issues encountered in the exploration stage, recyclers probably receive less support for their career explorations than do young adults in the exploration stage. Young adults are often aided in their career exploration by parents, teachers, and guidance counselors. Their peers, who also may be in the exploration stage and examining career options, are able to share their experiences. In contrast, recyclers are not on a traditional career path. Friends and family members may have difficulty understanding the recyclers' need to alter what appears to non-recyclers as a perfectly acceptable career. Recyclers may have no fellow recyclers to turn to for support, which further exacerbates the necessity and relevance of firms providing counseling support.

Organizations can provide counseling to recyclers regarding alternatives within and outside of the firm, enabling them to make informed decisions about their careers. This counseling may be of special importance to those who are plateaued or suffering from burn out. If recyclers are provided no support, they may prematurely leave, blaming the firm for their feelings of dissatisfaction.

Organizations also need to re-examine their culture and rewards, especially given the widespread downsizing and narrowing of the pyramid promotional structures of most U.S. businesses. Firms should encourage workers to define success more broadly rather than just as

moving up the career ladder. Based on our interviews, we believe that a broader definition of career success is likely to reduce dissatisfaction and enhance an employee's positive attitude toward the firm. Organizations can help employees manage recycling by instituting programs, including lateral moves, job rotations, sabbaticals and dual promotion ladders, to increase the worker's knowledge base and job challenge.

Other programs can be implemented to support individuals' need to balance the ratio between work and nonwork activities (see Friedman & Greenhaus, 2001). For example, work sharing programs can help to balance an individual's need for less time at work while providing the organization with additional trained workers who are willing to expand their workweeks to meet unexpected or peak production requirements. If employees under such a work-sharing program work less than 35 hours per week, the company may be able to reduce its employee benefits costs while gaining increased work force flexibility.

Firms should also rethink their organizational exit procedures and use them to create goodwill with departing employees. As organizations downsize, some of their former employees may become part-time workers and consultants who the firm calls on for additional help. Thus, employment relationships may not be shed when employees leave the company; instead these relationships may be defined differently. Therefore, it is a wise business practice to be fair to the departing full-time employees. They may soon be returning to the firm as consultants or part-time workers.

### Conclusion

The U.S. workplace is rapidly changing. Workers today are re-examining their careers and the balance between work and nonwork. Unlike previous generations of workers who focused on salaries and advancement, more of today's workers are interested in job satisfaction and meaningful work experiences. Both organizational downsizing and changing worker values have increased the number of recyclers, yet there has been little research on the process.

In this article, we have suggested a definition and model of recycling and presented some

guidelines for organizations to successfully manage the changing workforce. This exploratory study is a modest beginning; we hope it encourages additional research on this under-examined concept, including studying the career progression of individuals outside the U.S.

Moreover, we hope that by examining the causes and individual characteristics that trigger the recycling decision, this information will better prepare management to act in a constructive manner when dealing with recyclers. By maintaining good faith with departing workers, companies can serve their own best interests, preserving both a flexible work force and a positive organizational image. As organizational structures become more flexible in an effort to create a competitive advantage, career paths will evolve, and as a result recycling may no longer be the "road less traveled."

### References

- Arthur, M. (1994), "The boundaryless career: A new perspective for organizational inquiry", *Journal of Organizational Behavior*, vol 15, pp. 295-306.
- Arthur, M. & Rousseau, D. (1996), *The Boundaryless Career*, Oxford.
- Barranger, J. and Barranger, W. (1991), *Knowing When to Quit: How to Stop Fighting Battles and Get On With Your Life*, Thorsons, London.
- Bejian, D. and Salomone, P. (1995), "Understanding midlife career renewal: Implications for counseling", *Career Development Quarterly*, vol. 44, pp. 52-63.
- Brousseau, K.R. M.J. Driver, K. Eneoth, and R. Larsson (1996). "Career pandemonium: Realignment organizations and individuals". *Academy of Management Executive*, 10(4), 52-66.
- Bureau of Labor Statistics (1995), Department of Labor, telephone conversation, March 2.
- Bureau of Labor Statistics (2001a), "Extended mass layoffs in the first quarter of 2001", <http://bls.gov/news.release/mslo.nr0.htm>.
- Bureau of Labor Statistics (2001b), "The employment situation: December, 2000", <http://stats.bls.gov/newsrels.htm>.
- Costello, D. (1981), "Vocational maturity and career-oriented adults: A descriptive study of national university students", Unpublished Dissertation, University of San Francisco: DAI, 42, no. 11B, (1981): 4607.
- Covey, S. (1989), *The Seven Habits of Highly Effective People*, Simon and Schuster, New York.
- Cross, W. (1981), "Vocational coping strategies of adult males", Unpublished Dissertation, University of California, Los Angeles: DAI, 42, no. 10A, (1981): 4297
- DeFillippi, R.J. and M.B. Arthur (1996). "Boundaryless contexts and careers: A competency-based

- perspective". In *The Boundaryless Career*, edited by M.B. Arthur and D.M. Rousseau. New York: Oxford University Press, 116-131.
- Dohm, A. (2000), "Gauging the labor force effects of retiring baby-boomers," *Monthly Labor Review*, Vol 123(July), <http://stats.bls.gov/opub/mlr/2000/07/art2exc.htm>.
- Driver, M.J. (1982). "Career concepts: A new approach to career research", In *Career Issues in Human Resource Management*, (ed, R. Katz). Englewood Cliffs, NJ: Prentice Hall Publishers, 23-32.
- The Economist (1996), "The revolving door", October 26, pp. 79-80.
- Friedman, S. and Greenhaus, J. (2001), *Work and Family—Allies or Enemies?* Oxford.
- Glaser, Barney G. and Anselm F. Strauss. (1967) *The Discovery of Grounded Theory: Strategies for Qualitative Research*. Chicago: Aldine Publishing.
- Goodman, J. (1994). "Career adaptability in adults: A construct whose time has come". *Career Development Quarterly*, 43(1): 74-84.
- Hall, D. and Mirvis, P. (1996), "The new protean career: Psychological success and the path with a heart", In D. T. Hall (Ed.), *The Career is Dead -- Long Live the Career*, pp. 15-45, Jossey-Bass, San Francisco.
- Levinson, D. (1978) *The Seasons of a Man's Life*. New York: Alfred P. Knopf Publishing.
- McKinley, W., Zhao, J., and Rust, K. (2000), "A sociocognitive interpretation of organizational downsizing", *Academy of Management Review*, vol. 25(1), pp. 227-243.
- Melcher, R. (1999), "Go ahead, lay me off", *Business Week*, August 2, 1999.
- Morrison, R. (1977), "Career adaptivity: The effective adaptation of managers to changing role demands", *Journal of Applied Psychology*, vol 62(5), pp. 549-558.
- National Center for Educational Statistics (2001), <http://nces.ed.gov/pubs2000/projections/Table13A.html>
- Peiperl, M., Arthur, M., Goffee, R. and Morris, T. (2000) *Career Frontiers*, Oxford.
- Polivka, A. and Nardone, T. (1989), "On the definition of 'Contingent Work'", *Monthly Labor Review*, vol 112(December), pp. 9-16.
- Rock (1997), "Change your life", *Money*, vol 26(December), pp. 88-95.
- Schneer, J.A. & Reitman, F. (1993). Effects of alternative family structures on managerial career paths. *Academy of Management Journal*, 36, 830-843.
- Smart, R. and Peterson, C. (1994), "Stability versus transition in women's career development: A test of Levinson's theory", *Journal of Vocational Behavior*, vol. 45, pp. 241-260.
- Steinberg, L. and Steinberg, W. (1995), *Crossing Paths*, Fireside, New York.
- Sullivan, S. (1999). "The changing nature of careers: a review and research agenda", *Journal of Management*, vol 25, pp. 457-484.
- Sullivan, S., Carden, W., and Martin, D. (1998), "Careers in the next millennium: Directions for future research", *Human Resource Management Review*, vol 8(2), pp. 165-185.
- Super, D. (1957). *The Psychology of Careers*, New York: Harper Brothers.
- Super, D. (1979). "Vocational maturity in adulthood: Toward turning a model into a measure. *Journal of Vocational Behavior*, vol. 14, pp. 255-270.
- Super, D. (1980). "A Life-Span, Life-Space Approach to Career Development", *Journal of Vocational Behavior*, vol. 16, pp. 282-298.
- Super, D., Thompson, A. and Lindeman R. (1988), *Adult Career Concerns Inventory: Manual for Research and Exploratory Use in Counseling, Consulting Psychologists Press*, Palo Alto, CA.
- Tilly, C. (1991), "Reasons for the continuing growth of part-time employment", *Monthly Labor Review*, vol 114(August), pp. 10-18.

---

#### Endnotes

1. Two unpublished dissertations, (Costello, 1981; Cross, 1981), mentioned the concept of recycling but did not study it in-depth. Similarly, while Super introduced the concept, he did not study it in depth or provide detailed explanations or definitions of the concept.