

and, as I have argued elsewhere (Jackson, 1996), studying them can offer important lessons in understanding how careers are changing. Looking at the symbiotic careers of the Almodovar brothers, Pedro (Director) and Agustin (Producer), Alvarez and Svejenova argue that the study of two people working together is often ignored in the career literature, yet is not uncommon in practice. They describe, for example, how the brothers have created their own organisational structure, a production company, to mediate their relationship with the artistic labour market. In the following chapter, Jones reviews how signals, for example through participation in certain sorts of projects, shape careers in many creative industries. How signalling links to reputation building is also explored. The final chapter by Ensher and her colleagues provides a case study of female executives pursuing boundaryless careers in the TV industry. It identifies a number of career-enhancing strategies, such as peer-based learning support networks, used by these women as they pioneer careers in this field. It also illustrates how many of the concepts described in earlier chapters, such as alternative working arrangements, have been used by these women in developing their careers.

The final section of the book presents what are essentially case studies of how the particular careers of individuals have reshaped whole industries. Peterson and Anand, using examples from the music industry, argue that in such a competitive field a handful of individuals pursuing rather chaotic careers were able to take advantage of entrepreneurial opportunities brought about by changes in technology, the law, and markets to create a whole new industry. Higgins, in her chapter, shows how the emergent biotechnology industry was shaped by the shared career history of a number of individuals who had all worked at one time for a leading health-care company. She argues that not only did they draw on their shared experience of working in a particularly entrepreneurial culture but also gained critical reputation and credibility from that association. This, in turn, facilitated the development of their new companies. The final chapter in this section by DeFillippi and Arthur looks at the career of Linus Torvald and the development and commercialisation of the Linux operating system. They argue that the way Torvald was supported by his peers has implications that go far beyond the software industry itself, and that in the knowledge economy, support networks and linkages of this kind will become increasingly important in the formation of new industries.

In their concluding chapter, the editors argue that the preceding chapters have sought to extend the range of settings in which careers are studied and to explore the creative ways in which individuals are developing their careers. It seems to me that this is about reminding us to be open to new ideas and situations, and also about the value of what we can learn from a more exploratory approach to the study of careers. Careers and working arrangements are changing in many and varied ways

and, if we do not understand these changes and their consequences, not only will we fail to develop our own careers but also those of the people we work with. I hope I have been able to illustrate the range of material that *Career Creativity* covers. I think this book could usefully be read alongside the recent Centre for Guidance Studies Occasional Paper, 'Succeeding Generations: Inspiring Futures for All' which sets out a challenge to guidance practitioners, in particular, to create a new vision for career guidance services in the UK. One challenge for career guidance practitioners must be to make use of the new career concepts and insights outlined in 'Career Creativity'.

Both *Career Creativity* and 'Succeeding Generations' are essentially optimistic in tone. By being more imaginative and open to new ideas, individuals can have more satisfying careers and career guidance practitioners can expand their own horizons about the kinds of services they could offer. It is worth remembering, however, that there is a darker side to the world we live in. Anti-globalisation protestors remind us that world trade is not conducted on a level playing field but operates with a set of rules highly skewed towards the rich and powerful global corporations and the ruling elites in developed countries. Fair trade is certainly not the norm.

In the UK, a new report by the Equal Opportunities Commission, 'Sex and Power: Who Runs Britain?' points out that fewer than 10% of the most senior jobs in public life in the UK are held by women and the position in business is no better. People from ethnic minority backgrounds are similarly underrepresented. There is also plenty of evidence that inequality and social rigidity are increasing rather than decreasing in both the USA and the UK. So managing and developing a personally satisfying career is by no means a straightforward task for most people.

So, while I applaud both *Career Creativity* and 'Succeeding Generations', for their vision, I think that they ignore the larger creative challenge of how to develop and support careers for all. This is likely to require substantial changes in the structure of the global economy. There are broader issues about how we build trust in the workplace as well as within and between societies. This is not to deny the importance of the papers in *Career Creativity* to the careers literature. Maybe an optimistic conclusion is to read *Career Creativity* as offering insights on how, at an individual level, we can respond by being proactive and creative in our approach to the world of work in the 21<sup>st</sup> century. However, the challenge for career practitioners is not only to support individuals but also to challenge the social context in which careers currently operate. While *Career Creativity* offers useful insights for the first of these activities, we still need new ideas that address the second and, more radical, agenda.

## References

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