

## Multiple stories to career building

Today's careers are regarded as winding paths shaped according to various stages and cycles of a person's lifetime.



October 1, 2011

By [Mireia Las Heras](#)

Steve Jobs' extraordinary story of professional achievement was already legendary long before his death on October 5, 2011, at the age of 56. A college dropout, Jobs founded Apple computer with partner Steve Wozniak at the age of 21. By 27, he was one of the world's youngest millionaires. In 1985, he was forced out by Apple's board, only to

return 11 years later. In the intervening years, he had acquired Pixar animation studios, which Disney bought from him in 2006 for \$7 billion. Following his return to Apple, Jobs led the company to phenomenal success, despite ongoing health problems that ultimately claimed his life.

Jobs' unconventional curriculum vitae illustrates how professional life is changing. The former conception of a career trajectory as a continuous upward progression on a preset track barely exists anymore. Today it is more accurate to talk of paths that are flexible and adaptable to personal needs, which in earlier times had to be satisfied in other ways.

This paradigm shift is directly linked to radical trends in markets, products and society. Given these new realities, there are various things that people can and should be doing to make themselves more employable over the course of their lifetimes. And there are things that companies, too, can and should be doing to foster greater employability and harmonious career transitions.

---

*This article is published in [IESE Insight Issue 11](#) (Q4 2011).*

*This content is exclusively for personal use. If you wish to use any of this material for academic or teaching purposes, please go to IESE Publishing where you can purchase a special PDF version of "[Multiple stories to career building](#)" (ART-2046-E), as well as the [full magazine](#) in which it appears, in English or in Spanish.*

Thanks for reading   
Click below to download a PDF of this content

Array



## **Mireia Las Heras**

Professor in the Managing People in Organizations Department at IESE Business School. Since 2019 she serves as the Director of the International Center for Work and Family. She is the chair of the International Work Family Conference in Barcelona every two years.

---

[www.iese.edu/insight](http://www.iese.edu/insight)