Career Strategies: Scoping Review

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ABSTRACT

Background. There is neither standardized definition of what a career strategy is, nor have the types of these strategies been delineated or agreed upon.

Purpose. To summarize the literature on career strategies, analyze the trends in career strategies reseaches, and to answer the research question: Is there a universal set of rules helping to build a successful career strategy?

Materials and Methods. A total of 1,844 articles were found in the Scopus database, 25 of which met this review's criteria of inclusion. This scoping review is based on PRISMA protocol.

Results. Thematic synthesis of the literature brought out the most popular career strategies: mentoring, maintaining a balance between family and work, networking. The analysis shows that there is not equally useful and applicable career strategy for everyone. Each of the strategies considered in this review offers certain actions that facilitate the construction of a career in certain specialties for certain social groups. For this reason, it seems necessary to constantly monitor new research in the field in order to be aware of current approaches to the study of career strategies.

Conclusion. The results of the research work can be useful for those who are connected with or interested in the topic of career strategies.

KEYWORDS

human resources, management, career plan, promotion

Карьерные стратегии: обзор предметного поля

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АННОТАЦИЯ

Введение. Не существует ни стандартизированного определения определения термина «карьерная стратегия», ни стандартизированной типологии этих стратегий, имеющей международное признание исследователей.

Цель. Обобщить литературу по проблематике карьерных стратегий, проанализировать тенденции в исследованиях карьерных стратегий и ответить на исследовательский вопрос: Существует ли универсальный набор правил, помогающих построить успешную карьерную стратегию?

Материалы и методы. В базе данных Scopus было отобрано по ключевым словам 1844 статьи, 25 из которых соответствовали критериям включения в этот обзор. Этот предварительный обзор основан на протоколе PRISMA.

Результаты. Тематический синтез литературы выявил наиболее популярные карьерные стратегии: наставничество, поддержание баланса между семьей и работой, нетворкинг. Анализ показывает, что не существует одинаково полезной и применимой карьерной стратегии для всех. Каждая из рассмотренных в данном обзоре стратегий предлагает определенные действия, облегчающие построение карьеры по определенным специальностям для определенных социальных групп. По этой причине представляется необходимым постоянно следить за новыми исследованиями в этой области, чтобы быть в курсе современных подходов к изучению карьерных стратегий.

Заключение. Результаты исследования могут быть полезны для формулирования индивидуальных планов карьерных стратегий.

КЛЮЧЕВЫЕ СЛОВА
человеческие ресурсы, управление, карьерный план, продвижение по службе

INTRODUCTION

In the conditions of the modern labor market, employees have a wide range of different career strategies, possibility of implementation and benefits of which may vary significantly (Lin & Schmidt, 2022; Chitsamatanga & Rembe, 2019). There is a need for employees to properly understand the concept of a career strategy and the specifics of applying various strategies in practice.

This topic is highly significant in the life of every person, the study of this direction has been developing for more than 50 years (Kossek et al., 2021). However, there are still unexplored aspects. Several studies are carried out in highly specialized areas based only on a certain social group of workers, for example, women (Podolskaya, 2020), immigrants (Colakoglu, Yunlu & Arman, 2018), scientists (Blackford, 2018), health workers (Zhang et al., 2022), part is aimed at a wide audience, regardless of profession (Hu, Hood & Creed, 2018).

Career building and strategy selection begin at the moment of entering higher education and choosing a future profession (Lyusova et al., 2019). As for building a career after getting a profession, the authors pay great attention to industry specifics. For example, career strategies in science (Lin & Schmidt, 2022), in public service (Sapargalikyzy & Seidumanov, 2021) and in professional activity (van den Groenendaal et al., 2022) are considered separately.

There is no common understanding of the term "career strategy" in existing studies. The authors consider a career strategy (1) as a plan of human actions that facilitate career building (Lyusova, Seredintseva & Glukhova, 2019); (2) as a desired position, but without certain steps to achieve it (Radunz et al., 2020); (3) the values of a person, based on which he chooses that or another profession, for example, because of a high status in society instead of a high salary (Kalyanova, 2019). Such differences in the approaches to the study of career strategies allows to consider the problems of career building from many directions, and at the same time researcher's different understanding of the term "career strategy" complicates the systematizing of existing knowledge.

The presented study was aimed at reviewing the literature on the career strategies, published from year 2017 to 2022, identifying topical directions for research in this area, as well as generalize concepts about career strategies. The research question is: Is there a unique set of rules helping to build a successful career?

MATERIALS AND METHODS

Database

In current work for bibliometric analysis documents are retrieved from Scopus and analyzed quantitatively and qualitatively. The study period was limited from 2017 to 2022. The focus was on documents published in peer-reviewed journals. Therefore, grey literature and books/book chapters were not included in the analysis.

Search Strategy and Procedure

A career strategy may include the concepts of career development and promotions. Therefore, a search query was developed for the following components: (1) "career strategies", (2) "career development", (3) "career growth", and (4) "career promotion". The search queries number 1 to 4 were connected with "OR" operator. Thus, the systematic search was performed using the following search terms:

TITLE-ABS-KEY ("career strategy") OR TITLE-ABS-KEY ("career development") OR TITLE-ABS-KEY ("career growth") OR TITLE-ABS-KEY ("career promotion")

An inclusion step was added to the search strategy. The purpose of this step was to eliminate all potential false positive results. The following criteria were implemented:
— The duration of the study was set from 2017 to 2022 and all other years were excluded.
— Documents are not related to the research topic were excluded.
— Documents describing only the factors of negative influence on career building were excluded.
— Documents describing the dependence of career building on only one factor (gender, age or otherwise) were excluded.
— Documents without open access were excluded.

In order to collect articles for this review, the following steps were performed:
— Identifying keywords for Scopus search request, making a search query.
— Searching for articles by search query (13,244 documents were found).
— Restriction of the search by publication date and open access (1,844 documents were received).
— Screening the abstract and article title (25 articles were selected).
— Screening the full text of 25 selected articles.

Data Analysis and Visualization

Table 1 and keywords maps (Figure 1 and Figure 2) were used for convenient data presentation. The keywords maps were created using the VOSviever program.

Table 1 contains 5 columns and 26 rows. The table contains the following data about the selected articles:
— title of the article;
— authors of publication;
— year of publication;
— career strategies development;
— research areas: indicates the social group and professional area of the people whose career strategies were studied.

RESULTS AND DISCUSSION

In total, the program found 8302 keywords for the articles selected in step 3, 758 of these keywords were appeared more than 5 times. Some common words such as article, people, human have been removed. Figure 1 shows a map of 758 keywords relationship. Analyzing this network map, it can be noted that the career development is closely connected with students and career is strongly associated with education. The fact that the keyword "female" occupies a large area point to the conclusion that a lot of attention is paid to women's career research. There are also many various professions in keywords.

Figure 1

Network visualization of keywords using VOSviever

Figure 2

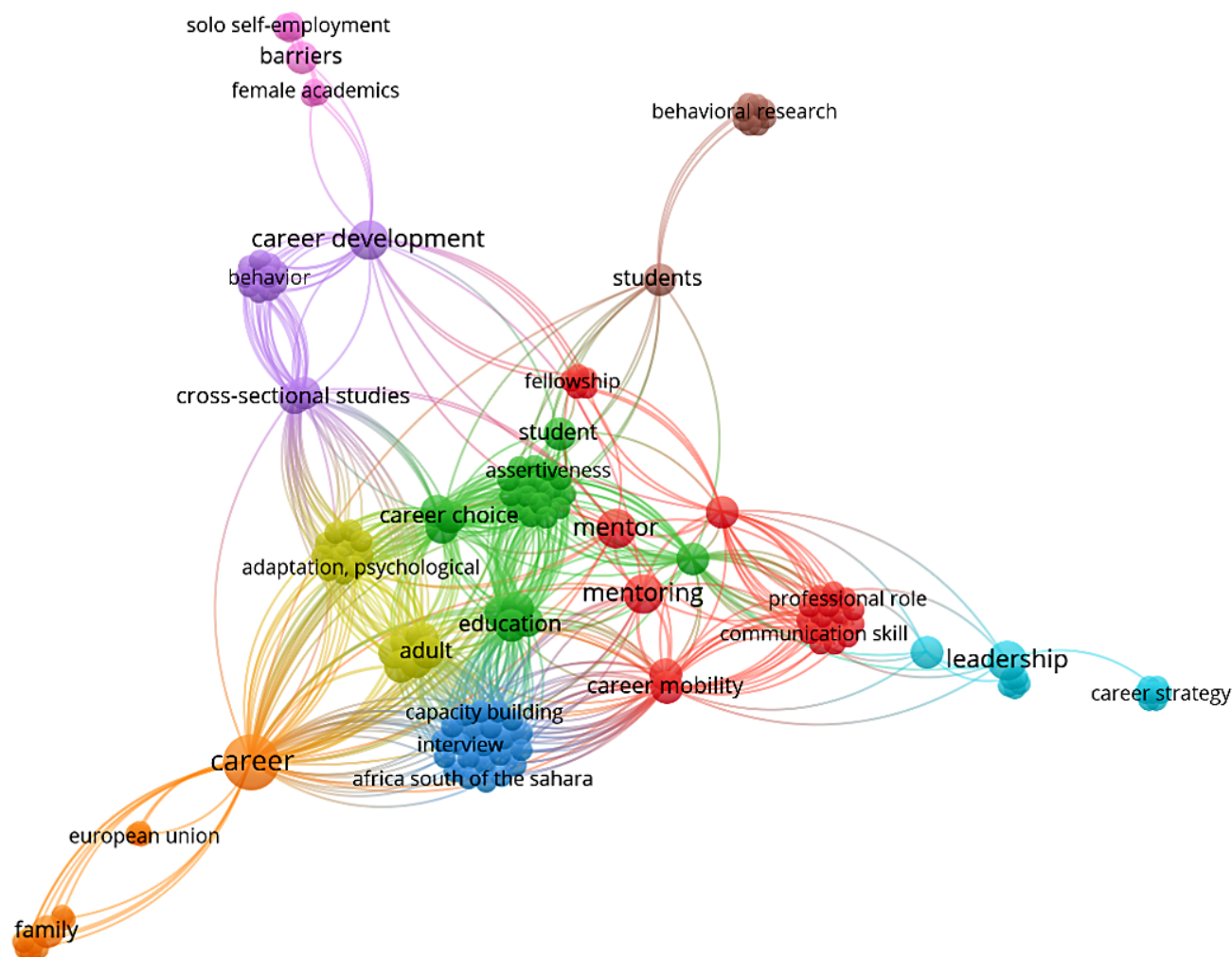Network visualization of keywords of selected articles using VOSviever

Figure 2 shows a map based on 211 keywords of articles selected in step 4. After analyzing this map, the densest areas of "career strategy", "leadership", "career development", "education", "family" can be identified.

Number and Types of Retrieved Documents

The search strategy retrieved a total of 1844 documents. The majority were research articles (1549; 84,0 %) followed by review articles (105; 5,7 %), conference papers (80; 4,3 %), notes (30, 1,6 %), editorials (29; 1,6 %), articles in press (22; 1,2 %) and other types (29; 1,7 %). During the study period, there was a linear growth of the number of publications. The maximum annual number of published documents was 481 (26,08 %). Many articles were not explicitly devoted to the description of career strategies, so often only a small part of each article was used to review them. Of the 25 articles selected for the analysis of the full text, 21 (84.0 %) are research articles, 1 is a note, 1 is conference material, 1 is a review article, 1 is a short study (Table 1).

Table 1
Selected articles description

Title of the article	Authors	Year	Career strategies development	Research areas
Looking through the glass ceiling: A qualitative study of STEM women's career narratives	Amon	2017	The study is devoted to the problems of building a career for women scientists in the field of STEM. Researchers during interviews with female scientists identified the following strategies for building a career in leadership positions: 1. Professional development. 2. Mentoring. 3. Collaboration. 4. Social impact. 5. Work-life balance. 6. Coping with negative experiences (such as role expectations) by individual and most appropriate way (for example, by adapting their behavior based on context or by using individualized leadership style).	women, science
Career planning and mentorship: A few key considerations for trainees	Badawy	2017	The article emphasizes the importance of such career strategies as: 1. Networking. 2. Mentoring. 3. Exploring many areas of multidisciplinary research. 4. Identifying short- and long-term goals. 5. Establishing a track record of publications.	students, science
Harnessing the power of communities: Career networking strategies for bioscience PhD students and postdoctoral researchers	Blackford	2018	The article is devoted to a **networking** career strategy. Networking means the opportunity for graduate students and postdoctoral researchers to get a permanent position through communication within the scientific, personal and network communities. This is how graduate students and postdoctoral researchers increase their social capital during work, social events, and networking, which allows them to establish connections as quickly as possible and move up the career and social ladder.	students, science, medicine
High-skilled female immigrants: Career strategies and experiences	Colakoglu et al.	2018	Researchers during interviews with Turkish immigrant women in the United States identified obstacles to building a career and the following strategies to overcome them: 1. Working hard after realizing career goals will not be realized overnight but willingness to try and sacrifice 2. Balancing work and private lives. 3. Getting specific experience at the beginning of building a career: active job search, applying for a job, participating in an interview, establishing contacts, receiving advice from mentors, part-time employment, volunteer work. 4. A forced break for retraining, a low-paid job (for which the immigrant is too qualified), a low position to gain experience. 5. Maintaining the "immigrant spirit", i.e. diligence, patience, perseverance, willpower, striving for success. 6. Formation of conclusions, guidelines and personal theories about a career based on positive and negative experiences. 7. Changing career strategy, behavioral, or trying out new approaches to achieve career results. 8. Networking, having mentors, using connections and support. 9. Active social interaction of immigrants with local colleagues.	women, any profession

Title of the article	Authors	Year	Career strategies development	Research areas
Negative career feedback and career outcomes: The mediating roles of self-regulatory processes	Hu et al.	2018	The article is devoted to such a career strategy as **self-regulation based on negative career feedback**. This means that a person building a career needs to successfully manage negative feedback, otherwise its perception can affect the entire career building.	any social group, any profession
Working with a mentor: Effective strategies during fellowship and early career	Moores et al.	2018	The article is devoted to **mentoring**, a specific strategy at the beginning of building a career in academic medicine.	science, medicine
Narratives of strategies used by female academics in South African and Zimbabwean universities to overcome barriers to career development	Chitsamatang, & Rembe	2019	Based on a survey of female academics from two South African and Zimbabwean universities, the following career strategies were identified: 1. Self-confidence, commitment and collegiality. 2. Mentoring. 3. Having a source of emotional support, constant praise, positive interpersonal relationships, for example, family and husband. 4. Balancing between work, home, and career.	women, science
Career boundarylessness and career success: A review, integration and guide to future research	Guan et al.	2019	The article analyzes the concept of boundaryless careers, which is a career strategy based on a sequence of employment opportunities that go beyond the conditions of a single employment.	any social group, any profession
A future in the knowledge economy? Analysing the career strategies of doctoral scientists through the principles of game theory	Hancock	2019	The article reviews possible strategies when a person chooses science as a career: 1. Ideological, in which only one result, namely an academic research career, could be considered a success. 2. Social idealists, scientific researchers who develop an equal and fair society. 3. Mixed strategies, namely the application of several possible strategies and many, albeit less desirable, results. For example, alternative careers. 4. Rejecting the academic game, focusing on conducting commercially valuable researches.	any social group, science
The features of the career strategies of technical university graduates	Kalyanova	2019	The article is devoted to the peculiarities of career strategies of graduates of technical universities. The study analyzed the career orientations of graduates and identified three career models: 1. Status model: linear dependence with a small deviation from the vertical line of career advancement, dominance in choosing a career path of professional status in relation to the size of wages.	students, any profession

Title of the article	Authors	Year	Career strategies development	Research areas
			2. Material model: the basis of career movement is economic profit, people often do not think about the moral side of the strategy.	
			3. Achievable model: the presence of pronounced ambitions, activity, responsibility, the desire for popularity in the professional sphere; the main thing is not high positions and wages, but achievements and winnings.	
			Thus, the concept of career strategies in this article is based on the values of students.	
Social and psychological features of career strategies mobility of the college students	Lyusova et al.	2019	The authors of the article proposed a program for the development of career strategies "My Success", which includes three forms of work: 1. Group counselling, which includes informing on the problems of understanding the essence of a career and career strategies, types of career strategies, qualities and abilities necessary for a successful career and career mobility. 2. Participation in the development work of the program "My Success", which includes the awareness of their own career strategies, a career place in the hierarchy of their own values, typical models of behavior in situations of professional activities, especially goal-setting. 3. Individual counseling for students on developing their own career strategies.	students, any profession
Trajectories of building a career of a teacher within academic competition	Rogach et al.	2019	In the article, a career strategy is considered as a desirable position in the future. After a survey among teachers, the following career strategies were identified: 1. Proceeding to an Academic Degree and Academic Rank 2. Administrative Career of University Staff 3. "Merit System" that depends on quantitative indicators (for example, publication activity, participation in international conferences, participation in research activities, etc.)	any social group, science
Where are the revolving doors in Brussels? Sector switching and career progression in EU Business–Government affairs	Coen, & Vannoni	2020	In this article the career strategy is to choose the public or private sector to achieve career success. 1. After receiving professional education, the choice of a stable career in the public sector, with a high probability of further impossibility of transition to the private sector. 2. More complex career building in the private sector, with gaining extensive experience in various fields, as well as with the possibility of moving to the public sector.	any social group, public sector
Challenges and coping strategies faced by female scientists—A multicentric cross sectional study	Fathima et al.	2020	Based on a survey among women scientists, the main strategies that they use for sustainability and career growth are highlighted: 1. Self-motivation, confidence, assertion, faith, hard work and dedication. 2. Strong orientation towards achievement. 3. Maintaining work life balance. 4. Reflective learning, coaching and career counselling. 5. Getting good family and social support for childcare assistance. 6. Getting support in the work team.	women, science

Title of the article	Authors	Year	Career strategies development	Research areas
Time horizons in young people´s career narratives–strategies, temporal orientations and imagined parallel futures negotiated in local settings	Lundqvist	2020	The strategies of young people in choosing a career in rural areas, as well as in small and peripheral cities are described. Career strategy consists in the fact that people consider possible, suitable or desirable choices and actions for the maximum realization of individual abilities within the limited external conditions of a small town or village.	students, any profession
Building career development skills for researchers: A qualitative study across four African countries	Okewole et al.	2020	During the analysis of interviews of researchers who completed a refresher course with a scientist from four African countries, the following career strategies of scientists were identified: 1. Mentoring: Working with a mentor and working as a mentor. 2. Improving the skills of presentation, the use of digital media. 3. Training in both general and specific areas. 4. Maintaining a work-life balance.	any social group, science
Career strategies of female engineers employed in rocket and space industry: Goals and implementation opportunities	Podolskaya, A. A.	2020	The article is devoted to the study of the perception of career by the workers of the rocket and space industry of the "Soviet" and "post-Soviet" generations. It was revealed that important career strategies for both generations are: 1. Maintaining a work-family balance. 2. Development of professional skills. 3. Unwillingness to hold high administrative positions, development as a specialist in his position. At the same time, the older generation is building their career, focusing on collective benefit as the most important. Representatives of the younger generation are more focused on improving their professional status or administrative advancement.	women, engineering
Women in surgery: A web-based survey on career strategies and career satisfaction.	Radunz et al.	2020	In the article, career strategies are considered in the form of desired positions by female surgeons. So, the authors indicate that the desired positions of the respondents: 1. Consultant surgeon. 2. Head of department. 3. Setting up their own doctor's office. 4. Lack of career plans. Career strategies are also presented as an intention to work in a university hospital, in a maximum care hospital, in a community hospita and at an outpatient clinic/doctor's office.	women, medicine
From clinical educators to educational scholars and leaders: Strategies for developing and advancing a career in health professions education	Ramani et al.	2020	The article defines career strategies for becoming teachers, scholars and leaders in the field of education for medical workers. The author identifies the following career strategies, depending on the desired position: Teachers: 1. Thinking about consolidating scholarly interests, combining work with scientific activity. 2. Familiarizing yourself with your institution's educational promotion criteria, documenting activities and gather evidence of their impact 3. Maintaining a teaching portfolio.	science

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Title of the article	Authors	Year	Career strategies development	Research areas
			4. Do not hesitate to reach out to scholars and leaders for advice. 5. Networking. Scholars: 1. Identifying areas of interests. 2. Joining a team of researches and scholars. 3. Reading literature on topics of interest. 4. Joining the professional associations. 5. Reflecting on potential areas for inquiry in one's educational setting. 6. Establishing a developmental network of supporters and mentors with different but complementary areas of expertise. 7. Envisioning a series of studies to reflect on how the outcomes of one study could generate subsequent investigations. Leaders: 1. Identifying a clinical role requires an identity shift and a reappraisal of your own strengths and weakneses. 2. Making a 5-year plan that includes positions or qualifications you would like to achieve. 3. Studying the body of literature on education and leadership, management and followership, and willingness to discover and apply new ideas. 4. Getting involved with local and regional leaders, and slowly expanding horizon to national and international society committees. 5. Being willing to take on small leadership roles. 6. Asking constructive feedback.	
Women of Kazakhstan in the state governing bodies: Institutional conditions and career strategies	Sapargalikyzy, & Seidumanov	2021	After a survey of women in the civil service, the following strategies were identified: 1. Finding and maintaining a balance between family and work. 2. Adaptation to existing stereotypes. 3. Preservation of traditional "feminine" qualities in the "male" professional sphere.	women, public sector
From ideal workers to ideal work for all: A 50-year review integrating careers and work-family research with a future research agenda	Kossek et al.	2021	The article is devoted to career strategies in families, among which one can distinguish: 1. Couple career and family ambition. 2. Dual work-family and career strategies. 3. Separation of career from family, maintaining balance.	women, any profession
How romantic relationships affect individual career goal attainment: A transactive goal dynamics perspective	Kornblum et al.	2021	The study is devoted to career strategies that can be implemented in a romantic relationship: 1. Using the shared pool of resources. 2. Translating resources from the home domain (e.g., partner support) into personal resources (e.g., energy, self-efficacy). 3. Implementation of common specific goals. 4. Coordination of a person's career goal with other partner goals.	any social group, any profession

Title of the article	Authors	Year	Career strategies development	Research areas
Strategies to improve mentorship and foster career advancement in academic hospital medicine	Lin, & Schmidt	2022	The article is devoted to the career strategies of academic hospitalists, the main career strategy is multiple or group mentoring. Strategies for academic leaders are also identified: 1. Setting clear expectations. 2. Providing protected time for academic pursuits. 3. Introduce activities and types of publications that may be more conducive to the busy clinician. 4. Creating facilitated peer mentoring groups. For individual hospitalists, such strategies as: 1. Seeking leadership support by demonstrating work on scholarly projects and showing a commitment to their own career development. 2. Consider further training through faculty development and/or hospitalist fellowships focused on academic scholarship. 3. Participate in local, regional, and national organizations, establishing external mentoring relationships, and both offer academic academies.	any social group, science, medicine
A qualitative exploration of solo self-employed workers' career sustainability	van den Groenendaal et al.	2022	The article discusses the career strategy of individual entrepreneurs, based entirely on career self-management. During the interview, solo self-employed workers told what strategies help their business develop, among them were: 1. Cooperation. 2. Mentoring. 3. Finding yourself through trying out different types of activities. 4. Professional training. 5. Networking. 6. Maintaining work-family balance. 7. Getting support from family.	any social group, solo self-employed workers
Career development and occupational disease in Chinese nurses: A cross-sectional study	Zhang et al.	2022	As strategies aimed at reducing staff turnover and career development among Chinese nurses, the authors identified: 1. Using platforms for continuing education of nurses. 2. Getting support in the workplace. 3. Professional training. 4. Maintaining physical and psychological health in order to reduce occupational diseases.	women, medicine

Definition of Career Strategy

Career strategies are defined as a specific system of actions designed for adaptation or development of the career and the person in it and aimed at transforming a person himself, other people, changing the conditions and the content of the professional activity in order to achieve career goals (Lyusova et al., 2019). Kalyanova (2019) also underlines that career strategy is a complex process that can weaken or eliminate the negative factors to achieve the gradual goals of social or official promotion of the person in the strategic period.

The term "career strategy" sometimes is treated as the position that the interviewees would like to get and to the future desired place of work. Thus, in a survey among female surgeons, career strategies are noted as "the majority of respondents aspire to become a consultant surgeon", "only 10.4 % of the participants intend to work at a university hospital" (Radunz, 2020). Also, it can be understood as a career path. Thus, gaining a scientific degree and academic titles or choosing a job as an ordinary teacher, which depends on quantitative indicators (for example, the number of interna-

| 49

tional publications), the authors use as examples of a career strategy (Rogach, 2019).

The majority of authors do not give a clear definition of a career strategy, treating it as career strategy refers to certain actions that facilitate the process of building a career. It was found that different researchers have completely different understanding of career strategies.

Social groups which need support in career strategies development

Researchers single out as groups which need social and government support to build their carrier students, disabled people, immigrants (Colakoglu et al., 2018). Some researchers also note the need to support women's career strategies (Chitsamatanga, & Rembe, 2019; Colakoglu et al., 2018).

Student career tracks, according to Kalyanova (2020), develop in the context of (1) status model: linear dependence with a small deviation from the vertical line of career advancement, dominance in choosing a career path of professional status in relation to the size of wages; (2) material model: the basis of career movement is economic profit, people often do not think about the moral side of the strategy; or or achievable model: the presence of pronounced ambitions, activity, responsibility, the desire for popularity in the professional sphere; the main thing is not high positions and wages, but achievements and winnings.

Women's career tracks are also of particular interest (Amon, 2017; Zhang et al., 2017). 9 studies have been devoted to women's career strategies, 3 of which are related to academic activity. Interestingly, tools such as self-regulation, self-perception, and collaboration skills are often mentioned in relation to women's career strategies (Chitsamatanga, 2019; Badawy, 2017; Hu, 2018).

The strategies of young people in choosing a career in rural areas, as well as in small and peripheral cities (Lundqvist, 2020), solo self-employed workers (van den Groenendaal et al., 2022) and civil servants (Sapargalikyzy & Seidumanov, 2021; Coen & Vannoni, 2020) are also in the focus of research activities. A special emphasis is placed on research in the field of leaders (people who due to their qualities are able to lead the team) (Ramani, 2020).

Professional areas through the lense of career development

Career strategies are deeply researched in science and medicine. Career strategies in science are covered in 11 studies, and in medicine in 5 studies. Also 5 articles are devoted to the strategies of students. Scientific career, according to

Hancock (2019) can be subdivided into three main types: (1) ideological, in which only one result, namely an academic research career, could be considered a success; (2) social idealists, scientific researchers who develop an equal and fair society; (3) mixed strategies, namely the application of several possible strategies and many, albeit less desirable, results. For example, alternative careers; (3) rejecting the academic game, focusing on conducting commercially valuable reseaches. Okewole et al. (2020) stresses women's status in academic career.

A separate area of research is the choice of the public or private sector to achieve career success. Lundqvist (2020) documented the trends, (1) after receiving professional education, the choice of a stable career in the public sector, with a high probability of further impossibility of transition to the private sector; (2) more complex career building in the private sector, with gaining extensive experience in various fields, as well as with the possibility of moving to the public sector.

Tools for developing career strategies

Amon (2017) and Badawy (2017) identify similar tools, including: networking, mentoring, identifying short- and long-term goals, collaboration, social impact, work-life balance, coping with negative experiences.

Mentoring is the most frequently mentioned instrument in career strategy development (9 articles) in the academic environment and immigrant communities (Colakoglu et al., 2018). Moores et al. (2018) define mentoring, a specific strategy at the beginning of building a career.

8 articles investigate the maintenance of a balance between family and work, 5 of which are devoted to women's career strategies. This statistic is explained by the fact that a woman is primarily a mother and a wife (Sapargalikyzy & Seidumanov, 2021) and their perception of career and career goals changes somewhat when they have children (Podolskaya, 2020). Such an important strategy as a balancing between work and family may also be unrealizable for some people. If there is not enough time for family and work, a woman can have a nanny or a relative to take care of the children and the house during work. Resorting to such help, accompanied by the inability to hire a trusted nanny or poor relations with relatives, can lead to big problems, such as child abuse and family destruction (Chitsamatanga & Rembe, 2019). In this situation, a woman has to sacrifice her career for the sake of family life, in case the family is more important for woman than her career. But maintaining the work-life balance is really important for all the categories of workers: while focusing on a career, anyone can get too carried away and forget that they should have a life outside of work (Okewole et al., 2020).

6 articles are stressing networking as the toll of career development. Networking is extremely important in the academic environment (3 articles), since those who make connections and promote personal patronage through networking can gain an advantage over their contemporaries (Blackford, 2018). Networking also shows itself well as a strategy among solo self-employed workers (van den Groenendaal et al., 2022) and immigrants (Colakoglu et al., 2018).

There are also studies that offer programs for the development of career strategies. For example, the My Success program (Lyusova, 2019).

Theory and Practice of Applying Career Strategies

When applying career strategies in practice, people may face the need to change their strategy due to environmental factors. For example, the traditional dyadic mentoring model poses a challenge because there remains a dearth of senior faculty to serve as mentors. The solution to such problems can be to adjust the strategy and tailored into existing conditions. Thus, in the case of academic hospital medicine multiple or group mentoring could serve as a possible alternative. This model groups members of similar rank and interest to serve as both mentor and mentee to each other (Lin & Schmidt, 2022).

Another example of a career strategy that is good in theory and often unrealizable in practice is vocational training in parallel with work. Even with the understanding of the need for continuous professional development, the employee is not always able to implement it. It can be difficult for solo self-employed workers devoted all their time to maintaining their business to find time for additional training, which negatively affects the value of their knowledge and skills (van den Groenendaal et al., 2022). Among nurses, the lack of training opportunities provided by managers affected their satisfaction with their career and their intention to leave, while nurses who received this opportunity had a clear goal in their career (Zhang et al., 2022).

Factors that determine career development

Kossek et al. (2021) explored career opportunities at the intersection of family, work, and career development. As promising areas of research, the authors indicate: couple career and family ambition, dual work-family and career strategies, separation of career from family, maintaining balance.

It is also important to take into account personal factors. For example, in the development of career strategies, according to Kornblum (2021), it is necessary to take into account the characteristics of a romantic relationship, relying on the shared pool of resources, translating resources from the home domain (e.g., partner support) into personal resources (e.g., energy, self-efficacy), implementation of common specific goals. Of particular importance is the coordination of a person's career goal with other partner goals.

Many researchers place a significant emphasis on psychological support tools for professionals building their careers (Fathima et al., 2018).

Boundaryless Careers

Boundaryless career is a career strategy based on a sequence of employment opportunities that go beyond the conditions of a single employment (Guan et al., 2019). Based on an evidence-based review of literature on the relationship between career boundarylessness and career success, authors develop an integrative model to understand the complicated and dynamic relationship between boundaryless careers and career success.

CONCLUSION

This scoping review analyzed the literature on career strategies in theory and in practice, what is important and necessary for successful self-realization as a professional in his field. Since this topic is important to most people, it has not been studied enough to meet the needs of each person. A number of key strategies and definitions were identified, career strategies were considered as a system of actions aimed at facilitating the process of building a successful career, the most studied areas were highlighted. Both successful and unsuccessful attempts to apply popular career strategies in practice were also noted. However, a few important gaps were also identified. To make the application and implementation of career strategies in people's lives easier, it is necessary to conduct research without linking the strategy to a professional field or social group. Many studies focus on certain social groups, which makes it difficult to study career strategies in rare professions. This gap needs to be overcome in subsequent studies within the framework of the stated topic.

Limitations of this review: only papers in open access were included in it. This criterion for inclusion sources is both a highlight and a weak point of this review. On the one hand, there is a possibility that the trends described in articles available to readers only by subscription will not be taken into account in the presented review. On the other hand, open science is designed to provide all relevant information to all potential users of scientific content. Hence, it was important to track which trends in the development of the topic reflect the articles presented in the public domain.

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