

An Optimized Career Transition Model for People Engaging in a Profession for the Young Only—Taking Ballet Dancers as an Example

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Abstract. As an important part of the labor market, people engaging in a profession for the young only must experience career transition of their 20s and 30s. Greatly different from the traditional career transition, they experience career transition very early and mostly not out of their own free will, with a low success rate. In the existing career transition literatures, a complete system has not been established for the study in this population, and it's short of guidance which is available for the improvement of the career transition process. This paper studies the career transition process of people engaging in a profession for the young only by studying the career transition process of ballet dancers, a representative of this population. It has been found in this study that each stage of career transition of ballet dancers varies from each other: (1) Ballet dancers feel puzzled mainly due to their emotional tie to the original career and single skill; (2) It is more possible for them to use internal resources from the original career and ignore social resources when coping with the transition; and (3) They pay more attention to their independent development in the new career and requiring ballet. On these basis, this paper emphasizes the combination of the career transition process and transition coping strategies, proposes an optimized career transition model for ballet dancers, and summarizes the main characteristics of the career transition of people engaging in a profession for the young only, enriching relevant theoretical studies.

1. Introduction

People engaging in a profession for the young only mainly rely on their youth, physical power and energy to make a living. They often sacrifice their personal development for excellent performance and must experience career transition in their 20s and 30s. However, people at this young age hardly take the future life after retirement into consideration. It is very difficult to successfully complete the actual career transition. The study on the career transition of people engaging in a profession for the young only can provide guidance for their actual coping with the transition. Besides, job stability is emphasized in the past employment, but the career capability is given more attention in the era of boundaryless organization. The exploration of the career transition of people engaging in a profession for the young only is a study on the career capability. From the career transition model for people engaging in a profession for the young only, we can get knowledge about the characteristics of career transition in the 21st century to enrich the relevant theoretical study results.

Thus, the study on the career transition of people engaging in a profession for the young only is very important. The studies on the career transition of people engaging in a profession for the young only described in the existing Chinese and foreign literature focus on presenting the reasons, influence factors, emotional responses, and current situation of the career transition of professional athletes, coaches, dancers, etc., but gives lack of guidance for the improvement of the career transition process. In combination with the existing studies, this paper explores the combination of the career transition process model and transition coping strategies in ballet dancers, a representative of the people engaging in a profession for the young only, and summarizes the main

characteristics of the career transition of this kind of population. As the rural revitalization strategy has complex attributes of multiple values and objectives, the existing research results of the implementation approach of the talent revitalization strategy are of inadequate pertinence in this context. In addition, the talent strategy that is based on the competition paradigm emphasizes excessively the competition between urban and rural areas, and thus it can hardly support the development ideas of urban-rural integration and composition (Li Li and Guo Zhanqing, 2015). In view of these, this paper, based on the perspective of strategic ecosystem, through the case study of talent revitalization strategy implementation in Shuangliu District of Chengdu, mainly discusses the participants, specific actions and interconnections of strategy implementation, and constructs the implementation framework of rural talent revitalization strategy through the building of talent teams and human resources service platform.

2. Literature Review

2.1. Current Situation of Studies on the Career Transition of People Engaging in a Profession for the Young Only

No study on the career transition targeted at the “people engaging in a profession for the young only” is available in the existing Chinese and foreign literatures, but there are studies on the career transition of professional athletes, fitness coaches, retired soldiers, and ballet dancers and those who can be classified as the people engaging in a profession for the young only. These studies mainly focus on the reasons, influence factors, emotional responses, training development, and analysis of the career transition process. It has been found in these studies that they experience career transition due to voluntary and involuntary reasons, including injury, age, physical ability, and family needs. Influence factors of the career transition mainly include motivation, personal ability, social support, etc.. The existing studies mainly focus on personal factors but ignore the study on social support. This kind of population may have strong emotional responses to the career transition due to their emotional tie to the original career, but experience in successful career transitions can help them establish a positive psychological adaptation ability, promoting their exploration into a new career. The training for the career transition is mainly carried out to train active re-employment awareness and multiple skills before the transition to make early preparations for the future career transition. The career transition process of people engaging in a profession for the young only is analyzed to help strengthen their re-employment ability for adapting to social development. The career transition process is mainly divided into preparation before transition, coping during transition, and development in the new career. Roncaglia I (2006) proposed a career transition model for people engaging in a profession for the young only, but just gave a simple description of the reasons, influence factors, emotional responses, training support, etc. of the career transition process, instead of a systematic study. In summary, the analysis of the career transition process is critical to the study on the career transition of people engaging in a profession for the young only, and the existing career transition models rarely emphasize the explanation of internal mechanism and guidance for the improvement of the transition process.

2.2. Review of Studies on the Career Transition Process of Ballet Dancers

There are now abundant studies available on the career transition process of ballet dancers, a representative of people engaging in a profession for the young only. Bryan S. Turner, et al. (2006) pointed out that the main reasons for the career transition of ballet dancers include injury, age, physical ability, and interest shifts, and Roncaglia I (2006) analyzed these reasons in different dimensions. Hopson (1981) studied the emotional responses of ballet dancers in the career transition, which was mainly classified into 7 response stages; and Greben S E (2002) proposed that psychotherapy could regulate the emotional responses in the career transition. Victoria C W (2016) emphasized that the sense of self-identity and social support influenced the quality of the career transition of elite ballet dancers and were positively correlated with the success of the career

transition. An American psychosociologist Roncaglia I made a more perfect study on the career transition of ballet dancers. She (2006) proposed a widely-recognized career transition model for ballet dancers based on the study results of Hopson. The model mainly focuses on the reasons, emotional responses, sources and types of support, external and internal coping of the career transition. She (2008) analyzed the emotional changes in the career transition of ballet dancers. Later, she (2010) studied the coping strategies of ballet dancers, external and internal coping. There are 8 factors influencing the coping process: denial, alienation, indecision, severance, acceptance, letting go, renegotiation and reconstruction. Individuals can experience different responses, triggering different coping processes and subsequent quest for different types of support. These have provided a theoretical basis for this paper.

In a word, the existing career transition model for ballet dancers emphasize description of the current situation of each aspect, and fail to give perfect summarization of the reasons for the career transition, clear explanation of emotional responses, and guidance for the improvement of the career transition. Thus, in combination with the existing studies on the career transition process of ballet dancers, this paper proposes the internal explanation mechanism of the career transition process of ballet dancers and an optimized transition model, and summarizes the main characteristics of the career transition of people engaging in a profession for the young only.

3. Research Method

In this paper, a semi-structured interview with 29 international ballet dancers who make successful career transitions and 10 international ballet team managers is made and the qualitative research approach is adopted. This paper combines the career transition model for dancers and the relevant theories of Roncaglia I, proposes an optimized career transition model for ballet dancers and coping strategies, and explores the main characteristics of the career transition of people engaging in a profession for the young only.

4. Analysis on the Career Transition Process of Ballet Dancers

4.1. The Career Transition Model of Ballet Dancers by Roncaglia I

Roncaglia I summarized relevant study results of predecessors and proposed a widely-recognized relatively-perfect career transition model for ballet dancers based on these study results. The model is shown in the Figure 1.

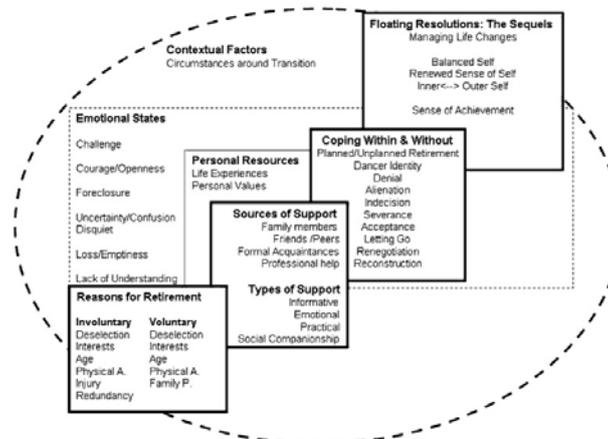


Figure 1 Roncaglia I's career transition model for ballet dancers

In the model, the career transition process of ballet dancers is divided into three stages: disengagement from the original career, coping with the career transition, and remodeling the new career. The model focuses on reasons for transition, sources and types of support, whether to take coping measures, and floating resolutions about the new career, and summarizes their own dimensions. But it does not explain the internal mechanism of each dimension and ignores the

external social relationship network while emphasizing only the support from the original career system. The model emphasizes the impact of emotional responses and transition context on the career transition process of ballet dancers, but does not give specific description of characteristics of each stage.

4.2. The Data on the Interview

In combination with Roncaglia I' s career transition model for ballet dancers, this papers uses the qualitative research approach to collate data on the interview with 29 international ballet dancers who make successful career transitions and 10 international ballet team managers.

4.2.1. The Interview with 29 International Ballet Dancers Research Method

Table 1 Encoded data on the interview with 29 international ballet dancers

Reason for Career Transition	Disengagement from the Original Career	Coping with the Career Transition	Remodeling the New Career
Organizational marginalization (13); Leave due to injury (8); Interest shifts (4); Bankruptcy (2); Family needs (2)	Emotional confusion Great influence caused by the love to the original career	Emotional conflicts Conflict between setbacks and accumulated experience (22); Conflict in role transition (5)	Emotional regulation Reasonable review of the transition process (10); Self-ability and confidence enhancement by successful transitions (6); Full of passions for struggling in the new career (10)
	Lack of subject consciousness in transition Escape and take no actions (20)	Use experience from the original career Other skills accumulated (7); Individual professional quality (7)	Select a new career Freelancer (8); Entrepreneur (6); Ballet organization manager (6)
	Insufficient individual comprehensive capabilities Single skill (15); Imperfect mental growth (8); Low-education background (2)	Learn to improve capabilities Learn while working (6); Support from industry associations (5)	Combine the new career and ballet Requite ballet (14); Use dancer experience (14)
	Limited social relationship networks Limited options for the new career (9)	Limited social relationship networks Insufficient ability to use resources in transition (7)	Pursue flexible career development Continuous interest shifts (4); Discover career development points (4); Pursue independent development (7)
	Inter-personal support needs (tutors, peers, and family) Emotional help (21); Economic support (13)	Inter-personal support needs Ability improvement (15); Spiritual encouragement (10)	Construct social relationship networks Create a space for the future (11) Development of the new career (10)

(1) The data on the interview with 29 international ballet dancers who make successful career transitions is encoded to obtain the results shown in the Table 1.

(2) In this paper, based on the encoded data in Table 4-1 and Roncaglia I' s model results, the career transition process of ballet dancers is improved as shown in the Figure 2.

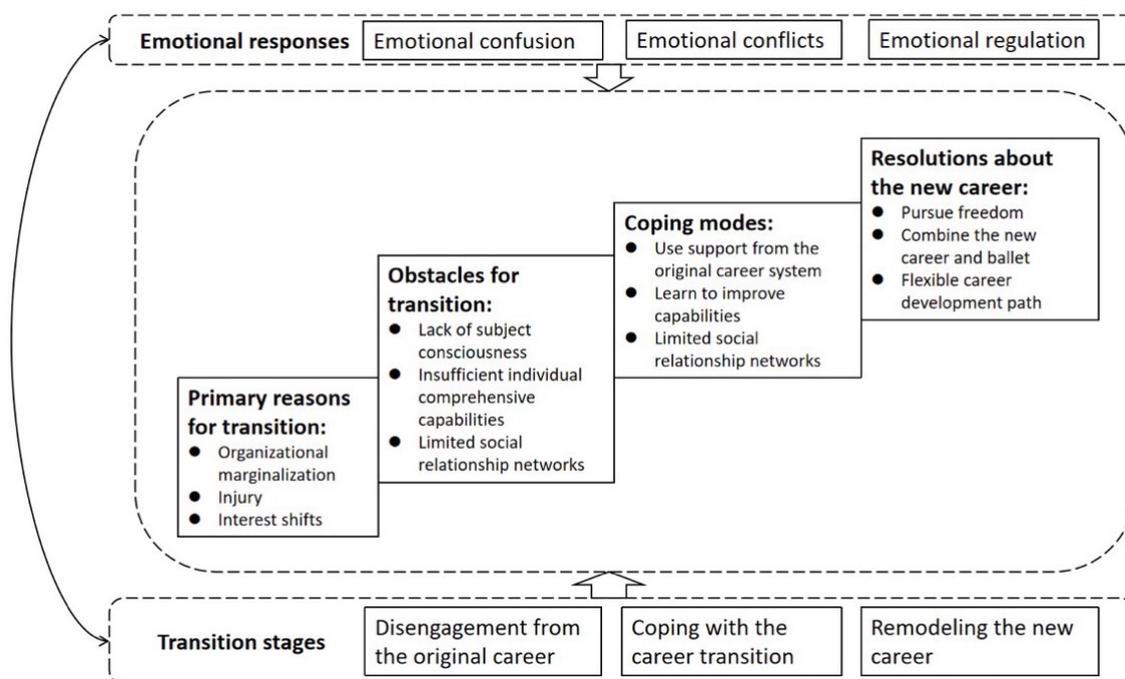


Figure 2 Improvement of the career transition process of ballet dancers

Through the coding analysis of actual data, three conclusions have been obtained. 1) The deselection and redundancy, which have originally been classified into the reasons why ballet dancers choose to transform their career, can actually be classified into the reason “organizational marginalization”. The organizational marginalization means that, over time, dancers experience a gradual transfer from living in the spotlight to working in a marginalized role because their original roles are replaced by others. This gives them a strong sense of being neglected and thus makes them want to escape from this life to seek for a new life of spotlights and acceptance, so they will actively take career transition into consideration. 2) Ballet dancers choose to make a transition into a new career mainly due to organizational marginalization, injury and interest shifts and occasionally due to bankruptcy or family needs, which will not be discussed here. 3) The career transition of ballet dancers involves both emotional responses and three transition stages. The transition stages “disengagement from the original career - coping with the career transition - remodeling the new career” correspond to “emotional confusion - emotional conflicts - emotional regulation”, respectively. The emotional responses impose a great impact on the motivation of career transition capabilities. The more positive the emotional perception is, the more sufficiently and effectively these capabilities are used.

Disengagement from the original career: Ballet dancers feel confused mainly due to their love to the original career and face three obstacles against the career transition: lack of subject consciousness, insufficient individual comprehensive capabilities and limited social relationship networks.

Coping with the career transition: 1) The primary two emotional conflicts are the transition conflict between new and old roles and the conflict between pain from experiencing difficulties and success achieved by using accumulated experience. Miriam Adams said that although economic hardship in transition was a headache for her, she felt proud of the social value her entrepreneurship created. Caelyn George thought it was difficult in adapting to the transition from a dancer to a housewife because she, as a dancer, was responsible for herself only but, as a housewife, needed to serve the whole family. 2) Ballet dancers mainly rely on the experience accumulated in the original career to cope with their career transition. Some dancers use the multi-skill experience accumulated

in their dancing career to help them quickly find a path to a new career in the career transition. For example, Willam Weslow massaged dancers, and Valerie Wilder was selected as a representative of dancers to participate in legal contract negotiation. In addition, personal professional qualities cultivated in the dancing career, such as self-discipline and passions in challenging the limits, allow dancers to invest more attention and efforts in exploring the new career and improve the learning efficiency in the new career. For most dancers, the experience accumulated in their dancing career plays a role in their successful transition into a new career. 3) Most social support is from the original career system (tutors, peers and family), which mainly helps dancers eliminate fears for the career transition and provides economic support, but information and practice guidance provided by the social relationship network are ignored. For example, Charles Kirby met the restaurant partner proficient in business, and Marcos Paredes was introduced by a friend to get financial assistance and spiritual encouragement. But this support is still from the original supporters instead of a larger population.

Remodeling the new career: 1) Ballet dancers are more able to regulate their own emotions and make a rational review of the transition process. The transition experience improves the dancers' own capabilities and makes them pay more attention to their future development instead of being lost in pain for their loss. 2) Most ballet dancers choose to be a freelancer, entrepreneur or ballet organization manager in the pursuit of the freedom to realize their own value and independent development. Ellen Shire said she wanted to be herself instead of acting under others' command. 3) Ballet dancers explore the combination of the new career and ballet to requite the dance while utilizing capabilities cultivated in the original career. 4) Ballet dancers are more willing to choose a flexible, spiraling career development path.

4.2.2. The Interview with 10 International Ballet Team Managers

The data on the interview with 10 international ballet team managers is encoded to obtain the results shown in the Table 2.

Table 2 Encoded data on the interview with 10 international ballet team managers

Number of Support	Viewpoint		
5	Encourage dancers to continue engagement in the dance industry (D2;D6;D8;D9;D10)	Attach importance to the development of comprehensive capabilities (D1;D4;D5;D7;D10)	
4	Strengthen the construction of the social relationship network (D7;D8;D9;D10)	Train multiple skills (D1;D8;D9;D10)	
3	Hold a correct attitude towards the inevitability of the career transition (D1;D3;D5)	Use the experience accumulated in the original career (D1;D5;D7)	
2	Emphasize independence (D7;D8)	Emphasize the role of an art director (D1;D9)	Point out the problem of blind engagement in education (D5;D6)
1	Organization remodeling (D10)	Benefits from the transition (D6)	

Findings from analysis are as follows: 1) Ballet team managers pay the most attention to the first two stages of the career transition and give no ideas about the development of their new role. 2) In their opinions, the career transition also plays a positive role in allowing dancers to re-recognize themselves. 3) Dancers start professional training at a very young age, but ignore the development of their comprehensive capabilities, making them fail to develop individual integrity and causing an unsmooth transition. 4) The key to make successful career transition of dancers is to train multiple skills and construct a strengthened social relationship network. 5) They know they shoulder heavy responsibilities and need to play an active guiding role in helping dancers plan their own career

development and learn to be responsible for themselves. 6) Because of high investment in ballet and strong capabilities, the retired dancers should make utmost efforts to continue engagement in ballet or related areas so as to get returns from ballet while making contributions to ballet. 7) The ballet organization should also establish a dancer transition mechanism to allow talents to continue serving the organization while helping dancers make a better career transition.

5. An Optimized Career Transition Model for Ballet Dancers

5.1. Optimized Career Transition Model for Ballet Dancers

In combination with theoretical study results from the existing literatures and viewpoints from ballet team managers, this paper proposes the optimized career transition model for ballet dancers shown in the Figure 3 to improve the career transition process of ballet dancers.

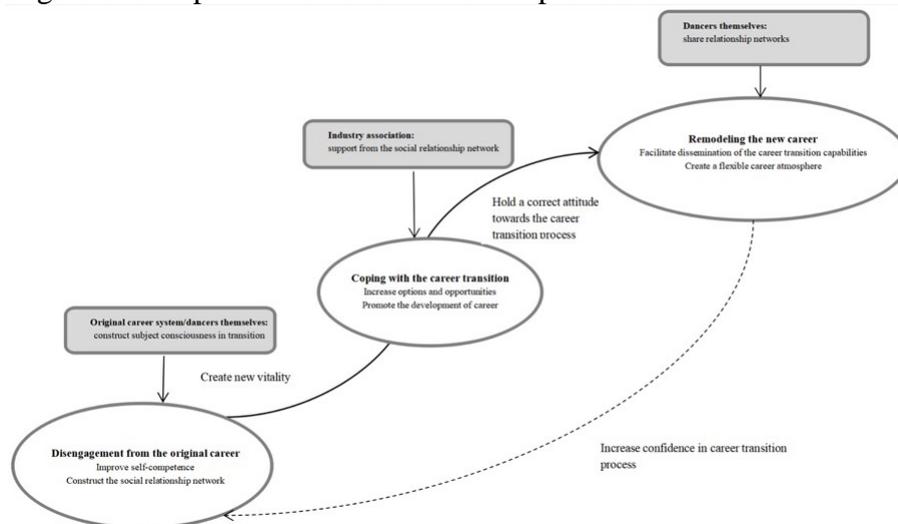


Figure 3 Optimized career transition model for ballet dancers

In this optimized model:(1) at the early stage of the career transition, first use the interpersonal support from the original career system (tutors, peers and family) and personal efforts to construct the subject consciousness in transition; enable dancers to take active measures for their career transition; allow dancers to make preparations in three aspects: holding a correct attitude towards the career transition process, strengthening the construction of their self-competence and social relationship networks, and training multiple skills, so as to make an earlier preparation in terms of self-competence and resources for coping with the career transition. (2) When coping with the career transition, develop career capabilities by virtue of support from a larger social relationship network in the industry, hold a correct attitude towards the conflicts in transition based on emotional improvement at the early stage of the career transition, create more options and opportunities by virtue of multiple skills and social relationship networks, resolve the actual economic difficulties, and enhance confidence in transition. (3) When remodeling the new career, place more emphasis on the sharing and exchanging of social relationship networks and resources between dancers and others, create a flexible atmosphere for the development of the new career, and facilitate the dissemination of the career transition capabilities among the successors in the original career to promote the healthy development of the original career area.

5.2. Characteristics of the Career Transition of People Engaging in a Profession for the Young Only

By summarizing the study on the career transition of ballet dancers and in combination with the existing study results of professional athletes, fitness coaches, etc., the career transition of people engaging in a profession for the young only has been found to be greatly different from the traditional career transition and be mainly characterized as follows:(1)At the stage of

disengagement from the original career, they feel confused due to their love to the original career and have no sufficient personal comprehensive capabilities, but they have a strong potential to resolve actual problems due to their high professional qualities. (2)Due to too much attention to professional training but too little communication with the world outside the ballet area, they have no sufficient skills to cope with the career transition and less options for the new career and place more emphasis on the use of the internal resources from the original career instead of social resources to relieve the transition conflict between new and old roles and the conflict between pain from experiencing difficulties and success achieved by using accumulated experience.(3)They pay more attention to the independent development and feedback to the original career when remodeling the new career. Thus, the optimized career transition model for ballet dancers proposed in this paper becomes a paradigm that can be analogized for use in other career transitions.

6. Summary and Suggestions

In this paper, the qualitative research approach is used to analyze data on interview with ballet dancers who make a successful career transition based on the Roncaglia I's career transition model for ballet dancers, combining the key points in the interviews with the 10 international ballet managers. This paper proposes that the career transition model can be optimized from the aspects: building the subject consciousness in transition, constructing and sharing social relationship networks. So as to serve as a paradigm to provide guidance for other career transitions. The characteristics of the career transition of people engaging in a profession for the young only are summarized as follows: they feel puzzled mainly due to their emotional tie to the original career and single skills; it is more possible for them to use internal resources from the original career instead of social resources when coping with the transition; and they pay more attention to their independent development and feedback to the original career when selecting a new career.

This paper is innovative to propose the optimized model to help ballet dancers resolve actual problems in the career transition while summarizing the main characteristics of the career transition of people engaging in a profession for the young only to enrich relevant theoretical studies. But it is still imperfect because its study is limited to ballet dancers. Later, the career transition will be studied in professional athletes, models and other people engaging in a profession for the young only.

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