

Concepts, Theories and Future Directions in Career and Life Design

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ABSTRACT

Career and Life Design is a new paradigm that helps individuals prepare for and adapt to the increasingly chaotic, uncertain, and temporary nature of employment using methods, competencies and mindsets from Career Planning, Vocational Counselling, Design Thinking, Entrepreneurship and Positive Psychology. This paper identifies these foundational theories and concepts to identify gaps and future directions in the research and application of Career and Life Design. Increased integration of the tools and methods from these different foundational fields will create a more holistic approach to Life Design which includes building and measuring an individual's internal resources because they are ultimately more important for long-term happiness and well-being than traditional career goals. Future research will measure how different tools, methods and pedagogical techniques impact participants' well-being and happiness as well as internal resources such as authentic self-esteem, self-efficacy, optimism, hope, internal locus of control (ILC), perceived behavioural control, resiliency, curiosity, growth mindset, self-leadership, character strengths, human, social and financial capital.

Keywords: Life Design; Theories; Foundations; Future directions; Research; Entrepreneurship; Positive Psychology; Career planning; happiness; Well-being; Ikigai; Internal resources.

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INTRODUCTION

Life Design has been used in book titles, research articles, conference tracks, university courses, workshops, counselling therapy, human resources development programs and career interventions for audiences including early adolescents, marginalized youth, university students, employees, adults in career transition and retirees. The object of Career and Life Design interventions goes far beyond building a meaningful career to include analysing and changing an individual's fundamental beliefs and attitudes including resiliency and adaptability (Lent, 2013); curiosity and internal locus of control (ILC) (Nota, et al., 2016); optimism and hope (Luthans., et al., 2007); entrepreneurial mindset (Gedeon, 2021); self-esteem (Orth, et al., 2012); self-efficacy (Maree & Chee, 2020) and life story (Savickas, 2012).

The purpose of this article is to explore the foundational disciplines of career planning, entrepreneurship, design thinking and positive psychology to identify key concepts, tools, methods and theoretical frameworks that will inform the future design and delivery of Career and Life Design courses, programs, interventions and scholarly research.

THEORETICAL BACKGROUND

The future of work will include temporary, casual, uncertain, precarious, freelance gigs, and self-employment (Kalleberg, 2009). Workers are increasingly dissatisfied with available jobs or careers and are seeking more meaning, autonomy and fulfilling socially useful work or their "calling" (Formica & Sfodera, 2022; Wrzesniewski, 1997). With longer life expectancy, society will shift from a three-stage life (education, work, retirement) to a multi-stage life with numerous job transitions (Graton & Scott, 2016). Individuals lack the skills to manage these transitions (Graton & Scott, 2016).

Life Design has been hailed as a new paradigm in career and vocational counselling to address job security disruptions, helping workers transition between jobs without losing their sense of self, purpose, or integrity (Savickas, 2012). It includes resiliency, vigilance, curiosity, agency, autobiographical reasoning and self-reflexive activities to construct a coherent identity narrative, enabling individuals to cope with work transitions (Savickas, 2015).

The future of work requires individuals to manage their human, social, and financial capital through



entrepreneurial gigs, side hustles, consulting, and self-employment (Sessions, et al., 2021, Seibert, et al., 2001). The European Commission's New Skills Agenda for Europe (2016) identifies entrepreneurship as essential for employment, economic prosperity, personal development, social inclusion, and active citizenship. Key entrepreneurial competencies include creativity, spotting opportunities, coping with ambiguity, taking initiative, mobilizing resources, teamwork, adaptability, resiliency, self-awareness, and self-efficacy (Bacigalupo, et al., 2016).

Positive psychology, or the "science of happiness", shows that controllable internal resources like resiliency, optimism, self-esteem and internal locus of control are more important to well-being than external circumstances such as career or salary (Reivich, et al., 2003; Seligman, 2002). It integrates concepts from Cognitive Behavioural Therapy (CBT), mindfulness, and self-reflection to

enhance psychological well-being and life satisfaction (Boniwell, 2012).

In this article, we have tried to highlight the essential contributions that each of these disciplines has made to current practice. This is not a comprehensive analysis, but rather a condensed overview meant to introduce this Special Issue on Innovations in Career and Life Design.

KEY CONCEPTS AND THEORIES IN CAREER AND LIFE DESIGN

Table 1 shows the key concepts, theories and references that arise from these foundational fields of Career and Life Design. Table 2 is a condensed summary of the differences and similarities between these core disciplines in their approach, methods and measures.

Table 1. Key concepts and theoretical frameworks

Concepts	Key concepts and theoretical frameworks essential to Life Design	Key references
Career Planning	Person-Environment Fit (P-E Fit) or the "Matching Paradigm" with personality and career assessments such as DiSC, HEXACO, Enneagram, VIA Survey and Myers-Briggs	Dawis, 2005; Holland, 1997; Guerci, et al., 2022
Career Planning	Career-Life Preparedness includes planning for the unplanned using resiliency, vigilance and spotting opportunities for change.	Lent, 2013
Career Planning	Career Adaptability also includes Internal Locus of Control (ILC), curiosity and satisfaction with life.	Nota, et al., 2016; Rossier, 2015
Career Planning	Social Cognitive Career Theory (SSCT) extends matching theories to include Agency which includes Perceived Behavioural Control (PBC), ILC, perceived feasibility, free will and self-efficacy.	Lent & Fouad, 2011; Savickas, 2016, 20112; Locke, 2017, 2002; Bandura, 2006
Career Planning	Life Story or Self-Identity Narrative	Savickas, 2016, 2015, 2012; Cardoso, 2016
Entrepreneurship and Design Thinking	Entrepreneurial Competencies required in the Future of Work include creativity, spotting opportunities, taking initiative, adaptability, resiliency and self-awareness.	Bacigalupo, et al., 2016; Friedman, 2014
Entrepreneurship and Design Thinking	Entrepreneurship includes starting a new business, side hustle, self-employment, social change-making project and personal empowerment through growth and transformation.	Gedeon, 2022, 2010
Entrepreneurship and Design Thinking	Uses a Process Model based on Design Thinking and Lean Startup that incorporates divergent and convergent stages, iteration, visualization and experimentation.	Meinel and Leifer, 2011; Brown, 2008, 2009); Kernbach & Eppler, 2020; Leifer & Steinert, 2011; Dorst, 2011
Entrepreneurship and Design Thinking	Life design is a "wicked problem" that requires the use of design methods and embraces uncertainty and complexity with Abductive Logic to explore "What might be?"	Dorst, 2011; Liedtka, 2014, 2000; Schurz, 2008; Martin, 2009
Entrepreneurship and Design Thinking	Effectuation: opportunities are co-created through effectual action, not "spotted". Bird-in-the-Hand Principle Starts with Given Means instead of Ends.	Sarasvathy, 2009

Entrepreneurship and Design Thinking	Career and Life Design includes building Internal Resources (Character, Human, Social and Financial Capital) using Entrepreneurial Methods and Mindsets to achieve PERMA/Ikigai.	Gedeon, 2022, 2021
Entrepreneurship and Design Thinking	Self-Leadership is used to change behaviours, find intrinsic rewards and build constructive thought patterns. It includes changing subconscious beliefs and attitudes through conscious intention and behaviours to increase e.g., self-efficacy, ILC, PBC, optimism, hope and resiliency.	Neck, et al., 2019, Neck & Houghton, 2006, Manz & Sims, 1989
Positive Psychology	Internal resources under the individual's control (e.g. hope, resiliency, optimism) are more important to long-term happiness and well-being than external circumstances (e.g. career, money, health).	DeVoe & Pfeffer, 2009; Reivich, et al., 2003; Seligman, 2002
Positive Psychology	Happiness and Well-Being include PERMA: Positive emotions, Engagement (Flow), Relationships, Meaning and Achievement.	Seligman, 2012; 2002
Positive Psychology	Happiness and well-being are primarily driven by internal resources such as building signature strengths; incorporating meaning and flow in optimal experience; and enhancing optimism, hope, resiliency, gratitude and self-talk.	Boniwell, 2012; Calvo, et al., 2009
Positive Psychology	The use of 4 or more of one's signature strengths on a regular basis leads to a change from job-as-a-job to job-as-a-calling.	Harzer & Ruch, 2012; Seligman, 2012
Positive Psychology	Flow, or the psychology of optimum experience, an important component of happiness and well-being, occurs when goals and skills are stretched.	Csikszentmihalyi, 1990
Positive Psychology	Cognitive Behavioural Therapy (CBT) is used to reduce negative emotions, anxiety and depression by replacing negative beliefs and cognitive distortions with positive beliefs and self-talk.	Beck, 1993, 2021

Table 2. Similarities and differences between the foundational approaches

Dimensions	Career Planning and Vocational Counselling	Entrepreneurship and Design	Positive Psychology
Social setting	Dyadic Patient-Counsellor	Peer-to-Peer Collaborative Teams in a Creative Space	Self-Help, Support Groups or Dyadic Patient-Therapist
Methods	Life Story, Self-Identity Narrative, P/E Fit, SSCT	Design Process Models, Abductive Logic, Effectuation, Iteration, Prototyping, Co-Creation	Building Internal Resources, CBT, Signature Strengths, Self-Talk
Measurements	Personality, Resiliency, Adaptability, Curiosity, PBC, ILC, Agency, Free Will, Self-Efficacy, Positive Beliefs	Self-Leadership, Self-Efficacy, Opportunity Creating and Spotting, Proactivity, Creativity, Resiliency, Growth Mindset, Positive Beliefs	Hope, Optimism, Resiliency, Positive Emotions, Engagement (Flow), Meaning, Achievement, Self-Esteem, Self-Efficacy, ILC, Positive Beliefs

From Career Planning and Vocational Counselling

Career Planning and Vocational Counselling have focused on stable, linear, and predictable careers for over 100 years (Savickas, 2011). This led to the Person-Environment Fit (P-E Fit) theory, which matches an individual's personality, interests, and values with their work and organization (e.g., Dawis, 2005; Holland, 1997). The P-E Fit approach has developed sophisticated assessment methods used by guidance counsellors and Human Resources (HR) departments, including tools like DiSC, HEXACO, Enneagram, VIA Survey, and Myers-Briggs (Guerci, et al., 2022).

Career-Life Preparedness complements the traditional matching framework by helping individuals plan for the unplanned, build resilience, adaptability, and spot opportunities (Lent, 2013). Career Adaptability can be improved by interventions aimed at increasing internal locus of control (ILC), curiosity, and life satisfaction (Nota, et al., 2016).

The Social-Cognitive Career Theory (SCCT) extends matching theories to include human agency and strategies to overcome obstacles (Lent & Fouad, 2011). Successful life design requires agency (Savickas, 2016; Locke, 2002), which encompasses imagining possibilities, motivation, will, purposiveness, intentionality, choice, initiative, freedom, and creativity (Locke, 2017; Bandura, 2006; Leslie, 1993; Emirbayer & Mische, 1998). Personal agency includes perceived behavioural control (Montano & Kasprzyk, 2015), ILC (Pannells & Claxton, 2008), perceived feasibility (Fitzsimmons & Douglas, 2011), free will (Locke, 2017), and Bandura's (2006) self-efficacy (including attitudes like perceived competency, resiliency, grit, tenacity, perseverance, agility, and adaptability).

Career Planning and Vocational Counselling help individuals shape their lives by creating their own life story through reflection during life design interventions (Savickas, 2016). This involves constructing identity through important incidents, role models, and life-changing experiences (Savickas, 2012).

Life Design Counselling (LDC) helps individuals reduce rigid self-narratives and find new ways to cope with change (Cardoso, 2016). LDC combines career counselling and psychotherapy using Systematic Treatment Selection (STS), offering tools from career planning and positive psychology in a dyadic patient-therapist environment (Cardoso, 2016; Savickas, 2015).

Table 2 summarizes some of the key approaches, methods and measures that arise from the field of Career Planning and Vocational Counselling. It is often practiced in a 1-on-1 dyadic setting between an expert and the person who is obtaining the career or life design intervention using therapeutic and counselling methods (it has also been used in a wide range of non-dyadic settings). The field has expanded from its roots in the personality traits approach to embrace the social cognitive approach by changing and measuring attitudes

such as adaptability, resiliency, PBC, ILC and building positive beliefs adopted from the field of positive psychology.

From Entrepreneurship and Design Thinking

Books like "Business Model You" (Clark, et al., 2012), "Design Your Life" (Burnett & Evans, 2016), "Life Design" (Kernbach & Eppler, 2020), and "Entrepreneurial Career and Life Design" (Gedeon, 2021) highlight the integration of design thinking and entrepreneurship methods in career and life planning. These methods, rooted in the Lean Startup movement, have revolutionized entrepreneurship by focusing on customer needs, rapid prototyping, testing, learning, and pivoting (Blank, 2013; Osterwalder & Pigneur, 2010). They have been successfully applied to corporate innovation (Lichtenhaler, 2020; Müller & Thoring, 2012), social change (Kummittha, 2018), gig and freelance work (Clark, et al., 2012), and personal development (Gedeon, 2021; Kernbach & Eppler, 2020; Burnett & Evans, 2016).

Design Thinking revolutionized the business world in the mid-2000s by integrating human-centric empathy, dealing with uncertainty, iterating, experimenting, and innovating to solve complex problems beyond traditional methods (Martin, 2009, 2004; Brown, 2009, 2008). Theoretically, Design Thinking is seen as a problem-solving activity (Buchanan, 1992; Ho, 2001), a way of reasoning (Lawson, 2005; Cross, 1990), a reflexive practice (Rylander, 2009), and the creation of meaning (Krippendorff, 2006). Designers use abductive logic to explore new possibilities and envision innovative products, services, and systems without definitive proof of success (Dorst, 2011; Liedtka, 2014, 2000; Martin, 2009, 2004).

Key elements of Design Thinking and entrepreneurship-based methods include a formal process model (Meinel & Leifer, 2011; Brown, 2008), divergent and convergent thinking phases (Brown, 2009), iterations (Kernbach & Eppler, 2020; Leifer & Steinert, 2011; Brown, 2009), visualization (Kernbach & Nabergoj, 2018), collaboration and experimentation (Dorst, 2011). The process model uses tools like canvases, 2x2 matrices, life view statements, odyssey journeys, life dashboards, well-being compasses, vision/mission/purpose statements, and goal-setting (Guerci, et al., 2022). Kernbach (2019) outlines visual tools and templates in each life design phase, showing how knowledge visualization enhances both intra-personal and inter-personal communication.

The entrepreneurship theory of Effectuation offers a revolutionary new approach to co-creating opportunities rather than spotting opportunities "out there" in the environment (Sarasvathy, 2009). Unlike planning, which seeks to control resources/means to achieve given goals, effectuation starts with your given resources/means and explores general directions and experiments to find what works. Opportunities are co-created through actions with

others, challenging the P-E Fit theory of career preparedness.

Effectuation's Bird-in-the-Hand principle (Sarasvathy, 2009) advises entrepreneurs to start by understanding their primary Internal Resources: Character (who they are), Human Capital (what they know), and Social Capital (whom they know). This principle guides entrepreneurial career and life design to grow an individual's character, human, social, and financial capital, aiming for Ikigai, meaning, happiness and well-being (Gedeon 2022, 2021).

Self-leadership (which subsumes self-understanding, self-compassion, self-direction, self-motivation, self-management and self-talk) focuses on organizing and managing one's thoughts incorporating Positive Psychology techniques to enhance flourishing, well-being, purpose and meaning (Manz & Sims, 1989). Grounded in Social Cognitive Theory (Bandura, 1991, 2006), self-leadership helps change behaviours, find intrinsic rewards, and build constructive thought patterns (Neck et al., 2019; Neck & Houghton, 2006). These strategies are crucial in life design, aiding individuals in replacing negative beliefs (worthlessness, helplessness, hopelessness, external locus of control (ELC) and pessimism) with positive ones (self-worth, self-efficacy, resiliency, hope, ILC and optimism) (Beck, 2021; Neck et al., 2019).

As shown in Table 2, unlike the dyadic counselling settings and methods used in Career Planning, the approach from entrepreneurship and design thinking involves a peer-to-peer collaborative team setting where participants help each other with their challenges using a process methodology in a creative space (Kernbach & Eppler, 2020). In addition to the social cognitive attitudes from Career Planning (e.g., resiliency, PBC, ILC) and Positive Psychology (e.g., self-esteem, self-efficacy, optimism) entrepreneurship adds additional entrepreneurial mindsets such as opportunity spotting, self-leadership, creativity, proactivity (i.e., bias to action) and growth mindset.

From Positive Psychology

The integration of Positive Psychology is essential to Life Design, answering "What are we designing for?" Maslow's Theory of Motivation (1954) explains how Life Design challenges and goals evolve based on a hierarchy of needs: physiological, security, belongingness, esteem and self-actualization. As individuals grow, their goals move from basic needs (employment or necessity entrepreneurship) to intermediate needs (relationships and career autonomy/mastery) to self-actualization, purpose and meaning (Maslow, 1954; Frankl, 1959; Kaufman, 2021). As they ascend Maslow's Hierarchy, Life Design shifts from career-related goals to cognitive happiness goals, focusing on internal resources like building strengths, incorporating meaning and flow, and enhancing

optimism, hope, resiliency, gratitude and self-talk (Boniwell, 2012; Calvo, et al., 2009).

Life Design for adolescents and university students often focuses on near-term challenges like future work and career issues. In contrast, Life Design for older individuals or those entering retirement requires understanding concepts from Positive Psychology. Research shows that typical career goals like promotion and higher income have little impact on long-term happiness (once basic needs are met) because external circumstances like job, money, marriage status, and education account for only 8 to 15% of the variance in happiness. (DeVoe & Pfeffer, 2009; Seligman, 2002). Positive Psychology thus emphasizes internal resources under individual control, such as building strengths, positive beliefs and attitudes (Seligman, 2002).

While many universities started out by providing Life Design lectures and programs for young students, the reality today is that students from all ages and stages of life are attracted by Life Design as a concept to proactively shape the next stage in life and career. Under the umbrella of the NEXEL collaborative, many universities in the United States and Canada as well as St. Gallen as the first in Europe provide Life Design programs addressed at the elderly population, also called BestAger, to design their future including careers and other aspects of life (Kernbach & Eppler, 2022).

One popular method that applies to all stages is the creation of the portfolio of the future in which signature strengths are mapped with activities of careers, side hustles and beyond (Kernbach & Eppler, 2022). It supports the creation of a calling rather than a job since using 4 or more of one's signature strengths on a regular basis makes the difference between job-as-a-job to job-as-a-calling (Harzer & Ruch, 2012). The integration of a side hustle as part of the portfolio warrants a great source of meaning, whether it includes income or not, and at the same time creates a spill-over effect in that work engagement for the main job increases as people engage in a meaningful side hustle (Sessions et al., 2021).

Research in Positive Psychology shows that happiness is not just the positive emotional reaction to achieving goals. Happiness is also a key input factor (i.e., cause) of health, longevity, social connections, motivation, creativity, focus, effort, productivity and performance (Seligman, 2002). Positive emotions enhance our intellectual, physical, and social resources, making us more likeable, open, generous, and tolerant, and help friendships and love flourish (Fredrickson, 2003). Thus, happiness is both a crucial life goal and a factor in improving external circumstances like career and marriage.

Happiness research has expanded dramatically at the societal, institutional, and individual levels across multiple disciplines since Martin Seligman became President of the American Psychological Association in 1998. Governments are increasingly interested in various measurements of citizens' happiness and subjective well-

being as indicators of policy effectiveness (Helliwell, et al., 2020; OECD, 2013). This has spurred more sociological research on the social determinants of happiness (Deeming, 2013; Veenhoven, 2008). There are currently over 15,000 articles in the World Database of Happiness (Veenhoven, 2020).

Companies are now concerned about their employees' satisfaction (Sageer, et al., 2012), engagement (Albrech, 2011), motivation (Larsson, et al., 2007), and happiness (Bellet, et al., 2019; Othman, et al., 2018), and the impact of these factors on productivity, sustainable competitive advantage, and human, psychological, and motivational capital (Luthans, et al., 2007).

Happiness is generally divided into hedonic happiness and eudaimonic happiness. Hedonic happiness, sometimes called Subjective Well-Being (SWB) involves satisfaction with life, the presence of positive emotions like joy, pleasure, and delight, and the absence of negative emotions such as misery or despair (Peterson, et al., 2005; Diener, et al., 2002; Ryan & Deci, 2001). Eudaimonic happiness, based on Aristotle's concept of the good life, includes purpose (Robak & Griffin, 2000), meaning (Frankl, 1959 (2006); Wolf, 1997), self-actualization (Maslow, 1954), autonomy, mastery and personal growth (Ryff, et al., 2021) and transcendence or "the new science of self-actualization" (Kaufman, 2022). This blend of happiness and well-being is often summarized by the acronym PERMA (Positive emotion, Engagement, Relationships, Meaning, and Achievement) (Seligman, 2012).

Cognitive Behavioural Therapy (CBT) is the primary therapeutic technique used to help individuals reduce negative emotions like anxiety and depression by identifying and challenging cognitive distortions and negative beliefs such as worthlessness, helplessness, hopelessness, and pessimism (Beck, 2021, 1993). These techniques, designed to help individuals go from -8 to +1, are also the foundation of self-talk, habit-formation and goal-setting techniques used to help individuals go from +1 to +9 by building their self-worth, self-esteem, self-efficacy, hope, and optimism using positive psychology in life design programs (Gedeon, 2021).

Using the Experience Sampling Method, the psychology of "Flow" suggests long-term happiness is increased by controlling one's inner life. This occurs when attention is invested in challenging goals, stretching skills to match opportunities (Csikszentmihalyi, 1990). In flow, individuals are deeply involved in an enjoyable activity making them happy regardless of external circumstances (Csikszentmihalyi, 1990). Combining these experiences into a meaningful life pattern provides both hedonic and eudemonic happiness (Nakamura & Csikszentmihalyi, 2009).

Table 2 shows that the Positive Psychology approach has been used in a wide variety of settings including self-help books, company training programs, university courses, support groups and dyadic patient-therapist

interventions. It focuses on the development of internal resources using methods like self-talk, gratitude, mindfulness and journaling that arise out of CBT. The Positive Psychology approach seeks to help individuals build Hope, Optimism, Resiliency, Positive Emotions, Engagement (Flow), Meaning and Achievement.

FUTURE DIRECTIONS IN CAREER AND LIFE DESIGN

Tables 1 and 2 demonstrate the rich context, foundational theories and state-of-the-art in Career and Life Design. It shows how the field has grown from its roots in Career and Vocational Counselling with dyadic therapeutic interventions to embrace team-based entrepreneurial and design thinking methods, skills and attitudes as well as elements from positive psychology. It also helps us to identify gaps and future directions for this emerging field.

Seligman (2002) argues that internal resources like optimism, hope, and resilience are more crucial for lasting happiness than external factors like job, money, or health. He calls these internal resources "the single most important issue in positive psychology" (p. 45) because they are within individual control. Therefore, Life Design interventions will increasingly use Positive Psychology tools like re-framing, CBT (Beck, 2021), self-leadership (Neck et al., 2019; Manz & Sims, 1989) and reprogramming subconscious beliefs (Bandura, 1977).

Design involves components ("primitives") assembled or transformed to create objects (Ralph & Wand, 2009). Effectuation theory in entrepreneurship calls these internal resources "means" and emphasizes using existing means to create something new rather than seeking new means (Sarasvathy, 2009). Practitioners and researchers will increasingly measure and seek to increase these resources including positive beliefs, attitudes, and behaviours such as growth mindset (Dweck, 2008), resiliency (Savickas, 2011), optimism (Reivich et al., 2003; Seligman, 2002), agency (Emirbayer & Mische, 1998; Leslie, 1993), clear values (Layard, 2007; Locke, 2002), self-worth (Covington, 1984), entrepreneurial mindset (Gedeon, 2024), self-discipline and self-efficacy (Duckworth & Seligman, 2005; Bandura, 1991). We will begin to see a consensus emerge regarding measurement scales and the impact of interventions using meta-analysis.

Life Design interventions, especially at the university level, will still focus on career goals but will expand to include internal resources and holistic life goals like life story identity (Savickas, 2013), problem-solving (Nota & Rossier, 2015), psychological capital and motivation (Luthans, et al., 2007), happiness (Locke, 2002), and entrepreneurial mindset (Gedeon, 2024). The process will involve celebrating small goals to spark growth, motivation, confidence, self-esteem, and self-efficacy

before addressing larger career or life changes (Kernbach & Eppler, 2020).

Future research will focus on measuring the impact of various career and life design tools, methods, formats, and teaching techniques. This will aid in developing a unified cognitive framework on how internal resources, beliefs, and attitudes drive behaviour, emotions, and the pursuit of meaning, happiness and well-being. In addition, future research should also include the possibilities of artificial intelligence (AI) to be used in the life design context.

We hope this paper inspires practitioners and researchers to foster debate on the importance of life design for organizations and society. This discourse is already emerging, with Life Design being discussed at the United Nations (UN), the World Demographic Forum and the World Economic Forum. It is seen to address challenges and opportunities related to longevity, the shortage of skilled workers, and supporting goal 3 of the UN sustainable development goals "good health and well-being."

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