



CAREER THOUGHT LEADERS

Presents

***Findings of 2013 Global Career Brainstorming Day:
Trends for the Now, the New & the Next in Careers***

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GLOBAL CAREER BRAINSTORMING DAY

Presented by the Career Thought Leaders Consortium

Friday, November 1, 2013

SUMMARY

Our fourth annual Global Career Brainstorming Day was our largest and most diverse ever! More than 150 career professionals from the United States, Canada, Russia, Australia, Italy, and the United Kingdom gathered in 15 in-person and virtual events. Our objective was to brainstorm best practices, innovations, trends, new programs, new processes, and other observations that are currently impacting, and are projected to impact, global employment, job search, and career management.

Each event was hosted by a facilitator and sessions were recorded by a scribe. Post-event data was aggregated, evaluated, and is now presented in this document of critical findings and forecasts. In keeping with the theme of the Career Thought Leaders Consortium, findings are categorized as “the now,” “the new,” or “the next” to reflect the current and anticipated future state of our industry.

Global Career Brainstorming Day 2013 reinforced findings from the previous 3 years, that concepts heralded as “new” or “next” a year or two ago quickly transitioned to the “now” or the “new.” Some strategies had faded in the recent year, while others continue to grow in popularity. And, as always, new trends emerged to help us project where the careers industry is headed in the future.

The Career Thought Leaders Consortium and participants in Global Career Brainstorming Day 2013 are uniquely positioned to identify and employ the best trends in career management and job search to help their clients succeed in a challenging global employment market.

CONTENTS

Within each of the following categories and subcategories, three brainstorming questions were asked: What is the current situation? (The Now)... What is just starting to emerge? (The New)... and Where are we headed? (The Next). In the report that follows, you'll find a synopsis of different ideas representing thought leadership across wide and diverse areas of practice in the most critical areas of career management.

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Resumes, Cover Letters, Career Bios, and Other Traditional Career Marketing Communications | New and Innovative Marketing Communications | Online Profiles, Portfolio, and Multimedia Tools

Resumes, Cover Letters, Career Bios, and Other Traditional Career Marketing Communications: THE NOW

- **Today's resume must exist on multiple platforms:** as a document that can be emailed, a mobile document easily viewed on smartphones, a profile on social media sites, and, still, a static document on paper that can be used in networking and at interviews.
- **Branding, clarity of direction, and succinct writing characterize today's best resumes.** Unfortunately, all too many job seekers struggle to communicate an authentic and distinct brand in their resumes which is why it's so critical to seek professional assistance.
- **Length matters.** While Applicant Tracking Systems (ATS) cannot judge length, most experts agree resumes should be 1 or 2 pages and include only information that is relevant to the job seeker's current career goals.
- **Global differences remain.** Photographs are included on resumes in most of Europe, as are birthdays and family relationships. CVs in the U.K. are the same as resumes in the U.S. (unless within academia or health care). The Australian job market views the resume similar to the U.S., as the predominant tool for job search.
- **ATS are considered a "necessary evil,"** a less-than-perfect method for employers to rapidly sort large numbers of resumes. Some career professionals develop resumes separately for ATS and for humans, while others create one document designed to meet both the needs of both technology and the human eye.
- **While resumes are still "must-have" documents, other career communications have become primary – in some instances.** A LinkedIn profile or executive bio may serve as the door-opener, while the resume then transitions into a follow-on tool.
- **Younger job seekers approach career communications differently.** Millennials are more comfortable with video and online representation. They think a "paper" resume is stagnant; they can't "post or tweet" it. They are shunning email. They've been raised in a technological landscape so that is what they know and how they think about everything in the world, including resumes, online profiles, and the entire job search process.

Resumes, Cover Letters, Career Bios, and Other Traditional Career Marketing Communications: THE NEW

- **The present matters.** A candidate's current position is the one recruiters and hiring managers look at the most. They may not take the time to scroll backwards through a resume or profile to consider earlier experience but will make a judgment call based only on the most recent job held.
- **Short branding statements are replacing introductory paragraphs** on some resumes. This is consistent with the trend toward more succinct documents.
- **LinkedIn profiles are a rich source for recommendations that can be excerpted for a resume or cover letter.** Adding quotes into a resume is not new, but the ease of finding quotes has caused a resurgence.
- **Job seekers need and welcome guidance in today's evolving career scenarios.** From creating branded resumes and ATS-optimized documents to knowing how to use different versions of documents (Word, PDF, text) and how to manage both traditional and online search activities, career practitioners can help.

- **Online classes offer name-dropping opportunities.** Candidates are beefing up their resumes with mention of Ivy league schools by taking free Massive Open Online Courses (MOOCs).
- **Candidates are developing multiple types of communications,** both traditional documents (different resume versions, bios, leadership profiles) and a variety of other approaches (Twitter resumes and cover letters, video clips, infographics and other visuals) as they seek new ways to stand out from the competition.
- **Infographic resumes** are on trend and are expected to become much more widely used.
- **The U.S.-style “multinational” resume is becoming the norm worldwide,** accepted both by companies hiring internationally and increasingly within other countries as well.
- **Many recruiters are reading resumes on their phones;** therefore, resumes need to be designed for mobile devices. Mobile resume applications are already moving into the market and will be on the rise.
- **Traditional tactics may bring attention.** Snail-mailing a resume will capture a hiring manager’s attention now since so much is done via email and uploading. It can make quite an impression and is returning to the scene.
- **Non-traditional job histories require innovative writing methods.** The post-recession job market has created career histories that include short-term contracts, multiple part-time roles, and diverse industry and sector experience. Consequently, job seekers are struggling with how to put together resumes that reflect these increasingly varied career histories to create a consistent and relevant message.

Resumes, Cover Letters, Career Bios, and Other Traditional Career Marketing Communications: THE NEXT

- **Career marketing materials will need to showcase portable careers,** reflecting an entrepreneurial focus in the economy and people having more control over their careers.
- **Tighter, even more concise personal marketing documents will rule.**
- **Resumes will become an aggregation of social media.** Some project less content but with more links to work, social media, video bios, contact options, infographics, and other online bio bits.
- **Use of ATS will proliferate and become more sophisticated.** Already ATS are expanding beyond resume reviews to assess candidate information available online and this trend is projected to continue expanding.
- **Software and services will rise to help candidates improve ATS resume scoring.**
- **Resumes will continue to evolve toward even more targeted positioning and branding.** Candidates will have to work harder to present their achievements, creating stories about their careers while actively marketing themselves (continuously, not just when they need a job).
- **Cover letters and free-form writing will grow in popularity.** These allow for better and more authentic expression of personality, personal values, and attitudes that are lost in a formal resume.
- **Career professionals will become more like consultants.** In addition to writing client stories, they will help clients resolve the complexities of the job market. Writers may need to provide more emotional support, building confidence, broadening reflective elements in their clients, and creating the narrative. The brevity of the documents will remain but the process of creation will be more engaging.

New and Innovative Career Marketing Communications: THE NOW

- **Transparency may invite bias – either positive or negative.** Some recruiters favor or are even required to hire only candidates with certain gender, ethnicity, or other distinguishing factors. LinkedIn photos may – almost certainly do – prompt age and other forms of discrimination. There is bias in the hiring process.
- **What is on the net stays on the net.** Clients must be reminded that their entire online presence (including 6-second Vine videos, “selfies” on Facebook, and off-the-cuff comments on Twitter) will follow them throughout their personal and professional lives. The savvy will use to their advantage; for example, creating a great 6-second video pitch of their talents to attract employer attention.
- **Top career apps proliferate.** Mobile platforms are being used by companies (e.g., Wells Fargo) as recruitment tools. Job sites (e.g., TheLadders) and recruiting companies have mobile apps that candidates can use to track their applications and progress.
- **It is important to use the right online marketing tools.** Pinterest is great for visual and culinary arts (and many other interests). Twitter is effective for journalists.
- **Other emerging apps** include Monster’s “BeKnown” (a new app for younger audiences), Facebook’s “BranchOut” (similar to LinkedIn, designed for finding jobs, networking professionally, and recruiting employees), and TweetMyJobs.com.

New and Innovative Career Marketing Communications: THE NEW

- **Career communication tools finding broader use** include one-page networking resumes, leadership bios (developed as a one-page takeaway document that focuses on accomplishments), cover letters constructed as e-notes (on-brand, succinct, and achievement-focused), and email signature blocks with hyperlinks to samples, online profiles, and multimedia presentations.
- **Career professionals are creating portfolios of branded documents** including bios for About.Me, LinkedIn profiles, branded tweets, and targeted job proposals. Personal branding becomes an even more consistent process throughout every element of career marketing.
- **Google+ effectively aggregates background details.** Though not reported as being used by most career professionals, those using it suggest its value for curating pictures, video, and content (Google “hangouts”).

New and Innovative Career Marketing Communications: THE NEXT

- **Resumes and applications will become standardized.** Some career professionals believe that resumes may become *more* detailed with enhanced descriptions of skills, strengths, and personal qualities in a standard exchangeable electronic format or application. There is even speculation that this will eventually move toward some new format that will allow for a more granular search.
- **Social media and electronic tools will continue to expand.** LinkedIn won’t be the only game in town. BeKnown and BranchOut will expand, allowing greater curation of content. Vizibility may grow in popularity as individuals decide to do their own packaging. OnlineIDCalculator.com evaluates a candidate’s online presence in one of four quadrants. Social Cloud may grow in utilization as it aggregates all social media sites. About.Me also curates social media presence. HootSuite manages outgoing social media messaging.
- **Data mining will be one of many advanced technologies** used to better match jobs and candidates.

Online Profiles, Portfolios, and Multimedia Tools: THE NOW

- **LinkedIn is almost universally endorsed.** It is a useful tool for maintaining control of online identity and is important because the more passive candidates are being found that way. Many believe that candidates who are not on social media are not getting hired. That said, LinkedIn is still not widely popular in certain fields (educators, factory workers, machinists).
- **Photos are important.** Recruiters evaluate the quality and professionalism of a photo when looking at a profile. Some universities are offering professional headshots for student LinkedIn pages.
- **Career professionals see increased demand for LinkedIn-related services.** Clients need help in crafting not only branded profiles that can be communicated across multiple media, but in leveraging LinkedIn and other tools to reach others, request introductions, and join and actively engage in appropriate groups.
- **LinkedIn is a complement to the resume, not a mirror.** LinkedIn profiles should be more personal and more engaging than a resume. And as LinkedIn has become more robust, with the capability to link files, videos, portfolios, and other information, it often provides a portrait that is richer and deeper than a resume.
- **A LinkedIn profile is effective for clients transitioning to a different industry or different career,** more so than a traditional resume would be because you can include so much more information.
- **All ages must leverage LinkedIn and other social media for networking.** Generations X and Y are not necessarily good at online networking even though they are tech-savvy. For older job seekers, participation in social media is imperative.
- **LinkedIn's supported conferences within groups are very successful.** Hundreds of people can be on the call with the comments page open. It's a great way of job seekers to engage, find others, and be found.
- **The "company insights" page on LinkedIn shows top skills of employees** – a good tool for clients to use when assessing their fit with an organization.
- **Organizations are using LinkedIn to recruit directly and reduce recruitment costs.** This has changed the hiring landscape at its very core and impacted just about every industry and profession.
- **Some people are rejecting LinkedIn as another (time-consuming) social media platform.** For example, younger job seekers prefer other platforms (such as Twitter) to create their online presence, but employers activity is growing on LinkedIn so that's where job seekers need to be.
- **Pinterest is gaining popularity** in pinning resumes and job search information.
- **Twitter is valuable for following companies and searching for job postings.** Unlike LinkedIn and Facebook, recruiters on a low budget can post opportunities for free.
- **Job seekers can use the new "graph" section on Facebook** to enter a job title, conduct searches, and follow company pages.
- **Brandyourself.com**, an upstart, low-cost competitor to the more expensive Reputation.com, allows individuals to monitor their online profiles.
- **Social media is significantly more advanced in the U.S. than in the U.K.** as reported by Brain Day attendees in the U.K.

Online Profiles, Portfolios & Multimedia Tools: THE NEW

- **In some cases, LinkedIn replaces the resume – at least for the initial screen.** Career professionals are seeing such industries as pharmaceuticals bypassing resumes and going directly to candidates' LinkedIn profiles.
- **Use of LinkedIn's creative capabilities is increasing.** Multimedia presentations, projects, and videos are more common elements of LI profiles. Summaries continue to become more creative in presenting motivation, passion, and individuality.
- **LinkedIn's university pages and alumni dashboard are adding value to users.** The value of connections is what LinkedIn is all about.
- **Social websites allow recruiters to get in touch with people who are not actively looking for a job.** Recruiters in some industries (IT, telecommunications, banking) are beginning to build their networks with prospective candidates and are bookmarking profiles of people who may be good future candidates.
- **Tools such as Vizify and About.me are growing** but may be more relevant to creative markets.
- **Personal websites are growing in popularity, along with specialized platforms** such as Talentral.com, allowing individuals to capture their work experience and achievements in one central place.
- **Video links are appearing on the back of business/networking cards.**
- **Simulation training is on the rise** for counselors working with suicidal soldiers, diversity, LGBT coming out simulations, etc. One of many providers is www.Simmersion.com.
- **Career professionals are seeing the gamification of job search,** using game techniques to prepare clients and help them improve reaction times, demonstrate creativity, and strengthen interview skills.

Online Profiles, Portfolios & Multimedia Tools: THE NEXT

- **LinkedIn endorsements are expected to factor into the internal SEO function** in a more sophisticated way. Some believe endorsements are critical to optimize keyword rankings on the platform.
- **LinkedIn may lose prominence** as too many recruiters start using and perhaps exploiting the system. It may be the "Monster.com" of the future, initially revolutionary, but then in decline.
- **Individuals will increasingly create and post videos** to sell themselves and specific services, to demonstrate achievements and performance, to sell their candidacy for a job, and for other personal/promotional reasons.
- **Companies will use new ways of promoting themselves,** perhaps creating videos about company benefits and career development opportunities, and then posting them on sites beyond the company career page.
- **Google+,** while not intuitive, will steadily grow in popularity because of the enormous power of the Google search engine.
- **New professional networks will likely be introduced.** They are predicted to be more specialized or focused on particular business niches, industries, or skills.

Job Search

Traditional and Online Job Search | Recruitment and Outplacement | Traditional and Online Social Networking | How Employees are Recruited, Screened, and Hired

Traditional and Online Job Search: THE NOW

- **Applicants find it frustrating trying to match keywords and conform to formatting requirements** in the ATS-driven online application process.
- **Recruiters are overwhelmed with various technologies** and crunched for time. The average resume review time used to be 20–30 seconds. Now, six seconds is the reported norm.
- **Senior-level candidates resent** being required to complete online applications.
- **Confirmations and acknowledgments are rare.** Candidates don't know what to do or how to follow up when their applications go into the electronic abyss. It creates an emotional component that career professionals should address with their clients.
- **Students are more likely to use messaging and Twitter for job search than email.**
- **Despite the prevalence of online tools and resources,** candidates still aren't investing a lot of time researching companies prior to an interview (or generating a target company list).
- **Follow-up/thank-you notes are most commonly sent by email, ideally within 24 hours of an interview.** Candidates should reference key points uncovered during the interview and provide evidence about how they would approach these challenges, take advantage of opportunities, manage responsibilities, and more.
- **Inside referrals lead to jobs.** Companies are increasingly making it a formal policy and goal to derive most new hires from employee referrals. Retention rate and hire rate of employee referrals is much stronger than results from online applications.
- **Job boards remain useful for junior, entry-level, and very technical jobs** where niche job boards increasingly come into play. Niche job boards are also valuable for harvesting keywords and gathering company and market information.
- **A candidate who does get a job offer from an online posting may have less negotiating power** in terms of fit or salary as there have been so many other applicants interviewed. It's a "take it or we have another candidate" culture.
- **Using online and offline resources is heavily dependent on level of vacancies and geography.** The lower the skills level and the smaller a town, the higher the number of positions filled with the help of newspapers, bulletin boards, and other traditional means. And vice versa: In Moscow, St. Petersburg, and large metropolitan areas, for instance, only online postings seem to be effective for highly skilled jobs.

Traditional and Online Job Search: THE NEW

- **Universal job search portals have become less popular** (no feedback, limited interactions, spam) while social media sites (LinkedIn, Facebook, Twitter) have gained in popularity for job search.

- **Networking is the way to connect with alumni.** Schools are not handing out alumni lists anymore; they are showing how to find alumni on LinkedIn.
- **Strict accountability is a powerful tool for job search success.** Some candidates form groups for this purpose. Each member of the group must report to the others often and tell what they've done and what they promise to do that day/week. Accomplishments might include number of contacts made, number of positions applied for, number of new contacts, and the like. The average duration of unemployment is 256 days; with groups like this, the average duration of unemployment dropped to 30 days.
- **The better job boards have evolved into social networks,** creating greater engagement by job seekers and providing new opportunities for employers to promote their brand and connect with target applicants.
- **Job boards are moving to more mobile (app) platforms,** which may provide useful evolutions to their service in the future.

Traditional and Online Job Search: THE NEXT

- **Large companies will bring their recruitment in-house.** The need for external recruiters will diminish, if not become extinct, since employers can go directly to prospective employees, without the recruiter in the middle at added cost and unknown benefit.
- **The job boards footprint will continue to wane while some job boards continue to evolve.** It is expected that the larger players will remain active in the market, especially as a resource for hiring managers in larger organizations for high-volume or "panic" recruitment.
- **The referral process is likely to become more automated in the U.K.,** as is becoming the case in the U.S.
- **The new career portals will provide greater career communication** between job seeker and recruiter to identify mutual interest and organizational culture fit. Pre-boarding will begin at this stage in hiring.
- **Career portals will also support career exploration by youth and students** early in the pipeline, as well as creating both employer and consumer brand adoption.

Recruitment and Outplacement: THE NOW

- **Many sectors report a scarcity of qualified candidates** (IT, finance, banking, engineering). A "candidate labor market" changes the rules of the game in recruitment for both job seekers and employers.
- **In some regions, large contract services are doing considerable hiring** (i.e., Top Echelon in OH). For many job seekers, it is hard to find stable employment. Contract careers can be very successful; some even offer benefits.
- **Some smaller companies are using recruiters as an external HR function** to develop job descriptions, do pre-interview screening, and recommend candidates.
- **Employers use a variety of instruments, assessments, and even games to assess personality and style.**
- **Recruitment often remains a strategy of general sourcing for most companies,** with expansion on company web pages, LinkedIn, Twitter, and targeted advertising. Much of this is relatively stagnant; not active candidate engagement.
- **Job fairs are most helpful for young college graduates.** Some companies claim to hire twice as many new employees from job fairs than from any other source.

- **Many employers are unconsciously incompetent in using recruitment processes that eliminate the very candidates they are seeking** due to poor job descriptions, ATS limitations, human screener bias (conscious or unconscious), and micro inequities deriving from corporate culture about who makes a good employee.
- **Some employers are offering low-level outplacement just to say they have done it** without much commitment to making a difference. The opposite was true 10 years ago. Part of this is because downsizing is a nearly continuous process now, so high-quality outplacement services became too expensive. There is a rise in hourly employees receiving outplacement packages as opposed to just executives as in the past.
- **Candidates often have a sense of mistrust toward outplacement professionals**, knowing that their former employer is the one paying for their services.
- **In Russia outplacement is used only in large foreign companies.** The majority of Russian enterprises do not use outplacement, mostly because it is very hard to fire or transfer an employee because of legislation. Also, people are not prepared or willing to move, and this fact creates additional problems in outplacement as it is impossible to transfer staff from one plant to another in a different location.

Recruitment and Outplacement: THE NEW

- **Recruiting is going mobile** – applications, websites – with students using mobile apps to research and apply for jobs. The older population of job seekers is not keeping up as well, and some companies are not yet delivering an effective mobile experience to users.
- **Recruiters are using TweetChat to find millennial candidates.**
- **Recruiters are using big data analysis from a variety of social media postings.** They look at activities, connections, vocabulary, and more to assess candidate fit with an organization.
- **As LinkedIn continues to grow, some people feel there is a diminishing role for recruiters whereas others think the recruiter's role is simply changing.** As talent shortages arise, the recruiters will need to be more focused on cultivating talent pipelines via resources that include but are not limited to LinkedIn.
- **The top two ways companies find people are through LinkedIn and company referrals**, according to Jobvite.
- **There is increased use of targeting to build company brand as an employer of choice** to ideal candidates. Online and offline tools are being used to actively engage with potential candidates – employing better CRM strategies, inviting career conversations, and helping prospects navigate the organization to create interest and determine fit.
- **Other methods for reaching top candidates include** college-focused job fairs, virtual job fairs, company-based online job fairs, audio/video chats, etc.

Recruitment and Outplacement: THE NEXT

- **More will be done to assess the candidate experience as part of the employer brand.** The issue is already being addressed in publications such as *Personnel Today*.
- **Skype video interviews are in early adopter phase**, in many cases replacing telephone interviews. Many candidates are agreeing to such interviews at short notice and without appropriate preparation. Business schools such as Hult in London are building Skype studios and providing training on video etiquette and effective use of Skype tools.
- **Recruiting will disappear for mid-level searches.** Recruiters will be used for only executive search and hard-to-fill positions as companies find their own candidates. However, some believe that recruiters will be retained more and more to help find talent. There was no general consensus among participants.

- **Advances in technology will see social media, referrals, and branding become a larger part of recruiting and job search tools.** Employers will use these areas more and more to source talent aligned to their needs. To survive, the recruiting industry will need to change and we will see a reduction in traditional recruitment over the next couple of years, along with a major restructuring.
- **Career development programs will be better utilized for attracting and retaining employees.** Employers will have to target less experienced candidates, develop them, and try to retain them, rather than compete for scarce talent.
- **Crowdsourcing talent will grow.** Beta activity has included internal and external sourcing, which sometimes allowed participants to change or create new positions and/or descriptions (e.g., Social Media Director: Dell).
- **Virtual job tryouts** will use NextLife, telepresence, and gamification.
- **Increasing mobility and changes in legislation** may prompt a resurgence in full outplacement services. This will promote positive company image and HR brand, and may also drive growth in HR consulting.
- **Outplacement firms that specialize in a personal approach** will differentiate themselves from those who provide a virtual-only service program.

Traditional and Online Social Networking: THE NOW

- **Companies continue to hire through referrals, and networking is still the best way for job seekers to find employment.** Yet many job seekers do not understand the power of networking and prefer to apply via job boards as it's an easier process and less intimidating. Plus, it creates the illusion of productivity (e.g., *I updated 20 resumes today!*) when, in actuality, it is generally not the most productive use of a job seeker's time.
- **Introverts are recognized for value in the workplace, but many fear networking and other job search activities.** However, introverts can be better networkers than they think. The key is to have them ask questions of those they meet and use other tools and resources to increase their skill and comfort level.
- **The Chamber of Commerce is a great resource to identify local employers,** usually with names and contact details of key personnel. Candidates should research lists of "Top 50" and "Top 100" employers in a city, state, province, region, country, or whatever their geographic parameters.
- **Job seekers should be involved in professional associations.** A key strategy is to find out where industry professionals are meeting. Is it at conferences? Meet-ups? Job seekers need to be there too.
- **Candidates should position themselves as subject matter experts (SMEs)** by writing articles and engaging in other thought leadership activities. This is a longer-term career strategy that has a high success rate.
- **There are meet-up groups for public- and private-sector opportunities.** Some allow for an exchange about available government contractor openings while others discuss corporate opportunities. Many companies also use meet-ups to recruit for many professional areas of interest.

Traditional and Online Social Networking: THE NEW

- **Students who go to online schools are not getting as many networking opportunities.** The next phase of online learning is going to be helping people learn soft skills, such as networking and interpersonal relationship management.
- **Facebook and Twitter can be good tools for engaging with recruiters and hiring managers,** although Twitter isn't being widely used by job seekers.

- **Savvy job seekers are incorporating different online tools to connect with and integrate their networks.** For example, following the twitter hashtag at a conference, downloading the presentation from SlideShare, and reaching out to the presenters.
- **LinkedIn has partnered with the Professional Diversity Network (PDN)** as its sole diversity solution provider. PDN is a comprehensive solution combining diversity job portals, social and professional online networks (2.5 million members + LinkedIn), multicultural/diversity professional associations partnerships, resources, and advanced technology to improve resume matching with job descriptions.
- **Mindvalley is a company that is leading the way in networking.** They host large company parties and have all their employees bring their two smartest friends; they routinely poach people from McKinsey and Google. So instead of spending \$3K on a job posting, they will spend \$3K on a party for their employees.

Traditional and Online Social Networking: THE NEXT

- **Will email be obsolete by 2015?** Yes, according to futurist career professionals!
- **Existing social media sites may be replaced or become irrelevant** by more technologically advanced applications. Career professionals and job seekers *must* adapt as technologies evolve.
- **Google+ will move to the forefront of the social media arena** according to some.
- **Career coaches and resume writers may wish to offer social media campaign services,** curating content and helping create and manage clients' online professional image.
- **Some project there will be more small networking platforms,** more hangouts, and additional niche groups. One of the newest, Workhands.com, is LinkedIn for blue collar workers.

How Employees Are Screened, Interviewed & Hired: THE NOW

- **Interviews are still a traditional way to assess candidates.** In many cases, the process is exhaustive. For management and high-skilled positions, a number of "specialized" interviews will be scheduled: HR screening, technical, managerial, etc.
- **Competency-based interview questions are used by many,** including high-end retail, finance, and other industries. Recruiters know exactly who they want for culture fit. Candidate interview answers will weed them in or out.
- **Companies report that fewer than 10% of interviewees send thank-you notes.** This presents a great opportunity for candidates to position themselves positively versus the competition.
- **Group interviews are commonplace,** and candidates need to prepare for both scenarios – either responding to a team of interviewers or being one of several candidates interviewed in the same session.

How Employees Are Screened, Interviewed & Hired: THE NEW

- **Emotional Intelligence is assessed by hiring managers.** Career professionals can help clients manage and modulate their emotions for phone, online, webcam, and face-to-face interviews.
- **Companies request that recruiters do more assessments** (DISC, Myers Briggs, personal profiles). Companies are also conducting more tests and recommendations/referrals are being more extensively used.

- **Video interviewing and audio interviewing are increasing in use.** While these occur now, the technology is developing so that interviews will not be conducted in real time. The applicant can log in/call in and video/audio tape responses to structured interview questions. Hiring officials can view/listen whenever or wherever they are. This trend, obviously, has global implications.
- **Gamification is a trend in the job interview.** Candidates create avatars, the idea being that they will reveal skills, personality traits, and emotional intelligence by playing games.
- **People are being hired without an in-person interview.** Skype or Facetime may be used to replace face-to-face interviews altogether, saving companies money.
- **Companies are using writing exercises.** Candidates may be asked to write emails introducing themselves to the company or be required to discuss what they will accomplish in the first few weeks in the job. Even for internships, writing samples are being required.
- **Companies are asking for portfolios of material that demonstrate skills and past achievements.** Many recruiters perform online screening to evaluate candidates' profiles, postings, and pictures in social networks.
- **Some organization "rent" staff temporarily to other firms.** This is a very new practice wherein a company is not fully utilizing valuable employees (typically technical skilled staff) but wants to keep them for later work.
- **Career professionals should coach candidates about the lengthy interview and selection process.** Some coaches use "holding the vision" questions to help clients see the bigger picture rather than the current stress-filled circumstances surrounding prolonged interviews and frustration over lack of responses.

How Employees Are Screened, Interviewed & Hired: THE NEXT

- **For professions with an acute shortage of skilled candidates,** companies may open free schools for youth or graduates and then select the best students to hire.
- **Mobile apps will be the next big thing for applying for jobs.** This trend has already emerged and is projected to grow rapidly.
- **Candidates will need to be more and more tech savvy in the interview process.** This is especially true when interviewing out of state/country. Video methods will continue to increase. Career practitioners should consider conducting mock Skype interviews with clients in preparation.
- **Internal recruitment and mobility will be used in large companies** to give employees new opportunities in different departments or roles with the same company to retain top talent.

Career Planning & Management

Personal Branding | Online Identity Management | Career Development & Success in the Workplace

Personal Branding: THE NOW

- **Branding is a particular problem for those just entering the workforce.** Because they have little experience, they don't know how to assess their value. Even if they have a sense of their value, they don't know how to translate it well – online or offline.
- **Many job seekers confuse traits with a brand.** Perhaps the best way to help these job seekers is to guide them to capture their success stories first; then distill their brand from those stories and the common threads that run throughout.
- **Brands are often an incompletely understood concept by HR staff** (often new, inexperienced people in the field) who review resumes. Job seekers can increase their chances by tailoring their success stories to highlight their ability to fill specific job requirements – a basic use of the brand concept.
- **360Reach methodology is a recommended tool** for personal brand identification, marketing, and management.

Personal Branding: THE NEW

- **Different generations perceive branding differently.** Younger clients are more interested in personal branding. Older people may see it as nonsense or a chore. Likewise, many younger people are more amenable to coaching; therefore, career professionals need to be cognizant and more visible to this market.
- **Branding and social media searches are having an increased impact on job search.** Job seekers should use video and evolving social media tools to create on-brand online images.
- **Companies are beginning to help employees build their brand.** This is done mostly with the intention of strengthening the company's brand and for the promotion of the company in its marketplace through its "famous" employees. Some organizations encourage employees to participate in conferences, communities, and associations, where they can express their uniqueness and reflect their stature back on the company.
- **There is a trend to develop personal branding in groups** using project work teams.

Personal Branding: THE NEXT

- **Branding will continue to grow in importance as contract and portfolio careers increase.** In a rapidly shifting job market, applicants without a clear and compelling brand will be at serious disadvantage.
- **Workers at all levels will still struggle to integrate branding into their job search and career.** It's not just about packaging; it's about direction and purpose.
- **The concept of personal branding will grow globally.** The idea of a personal brand and its value for promotion, career advancement, and job search is a next topic for career professionals in Russia since it is just beginning to take hold. In the U.S., U.K., and Australia, it is already more embedded in careers.

Online Identity Management: THE NOW

- **Our professional identity is on all the time;** not just during job search, but through our professional reputation and branding, Twitter feeds, Facebook, and other social media activity.
- **Career professionals can be digital scrubbers** by providing reputation management for individuals who have a less-than-positive online identity or negative comments to overcome.
- **Digital privacy is important.** Job seekers need to be cautioned about risks of posting personal information, including what is on Facebook.
- **Job seekers are buying their own domain names** to protect identity.
- **Facebook and LinkedIn now feature third-party applications that allow for creation of a second profile for career strategies.** Examples are www.beknown.com, www.glassdoor.com, and www.brandyourself.com.
- **Pinterest use is accelerating among job seekers.** Clients need to look at the people they want to work with and, if they're participating in Pinterest, follow them.
- **QR codes seem to be a fading trend.** Most have not seen them much in use (though they are used in Russia).

Online Identity Management: THE NEW

- **In anticipation of Google+ challenging LinkedIn for dominance,** every candidate should have a Google+ profile; it will rise to the top of Google search results. A side benefit is having a customized URL.
- **Internal corporate social networks** are being used for internal networking, and these networks help less visible people showcase themselves and be noticed.
- **LinkedIn features such as alumni groups and university pages are being leveraged** for networking by high school students navigating school selection and alumni connections.

Online Identity Management: THE NEXT

- **Employers will open up firewalls** to engage in online conversations and create mini-LinkedIn communities.
- **Employers will increasingly acquire and leverage available online data** pre-interview and pre-hire.

Career Development and Success in the Workplace: THE NOW

- **University Career Centers focus on job placement.** They have a high metrics component to get students into jobs, rather than do career planning. Their results are used for admissions marketing. Higher education career centers generally do not employ trained resume writers, nor career management or job-search professionals.
- **The part-time and flexible work environment remains career limiting,** but career professionals from the U.K. report the rise of flexible, challenging jobs in London (although they may need to be negotiated as they are not often advertised).
- **Sites such as CapabilityJane specialize in offering senior part-time roles.** They often require highly specialized skills and candidates need the ability to market themselves.

- **Career planning is becoming more purposeful for high school students.** Families worried about the explosive costs of a college education and reduction in financial aid are more diligent about higher education and its connection to career goals. Going to college for the “learning experience” will become a luxury and non-reachable for many.
- **Jobs and careers are continuously changing.** Today a qualification does not define who you are. With under-employment and changing career structures, people are expanding how they create their own employment.
- **Career pathing can pay dividends ...** but it is not commonly used and rarely done well. (Glaxo is one company that excels in this with its rotation program.) The downside is an individual can inadvertently relinquish control and simply follow the company path that has been created. This leads to focusing on those skills the company requires be developed, rather than where there is inherent satisfaction for the individual.
- **Studies show that when offered career pathing and mentorship,** employees become more loyal and turnover is reduced.
- **The Aberdeen Report examines how organizations connect learning to business.** A study in 2013, based on responses collected from 185 organizations, looked at how organizations connect learning to business priorities, create development programs that impact the state of the employee lifecycle, and utilize technology to support learning initiatives (<http://bit.ly/1cixYVg>).

Career Development and Success in the Workplace: THE NEW

- **Mentoring is enjoying a resurgence,** notably in succession planning within federal agencies as well as in corporate settings.
- **Opportunities exist for STEM (science, technology, engineering, and mathematics) job seekers** – especially women.
- **Flexible employment is on the workplace agenda,** with reports such as the Top 50 role models for flexible working (<http://timewisefoundation.org.uk/our-work/power-part-time/2012-winners/>).
- **MOOCs (Massive Open Online Courses) offer value (they are often free) and pedigree.** Many top institutions, including Ivy Leagues, are offering these programs.
- **Some question the quality of distance learning and online education.** Accreditation information is found on <http://ope.ed.gov/accreditation/>. It was noted that to advance in academia, candidates must attend a brick-and-mortar university.
- **There is a struggle between higher ed and high schools:** Who is responsible to develop marketplace skills? Faculty think they are teaching workplace skills, but employers don’t believe they are. There is a marked disconnect.
- **Finances are driving academic choices.** Many students are not focused and use all financial aid in exploratory courses. By the time they settle on a major, their funds are tapped out. Community colleges are effectively lopping off the first 2 years; yet, often, community college faculty are inadequately trained and under paid.
- **Companies are offering internal coaching/mentoring to support horizontal career planning.** With lack of vertical growth opportunities, companies recognize the value of developing their workplace horizontally, thus increasing employee skills, upward mobility, and retention.
- **More companies are offering onboarding for new employees** (a process that includes pre-boarding and may last 30 to 90 days or more).
- **Paid Time Off (PTO) becomes most valuable perk** as employees negotiate harder for leave than salary.

Career Development and Success in the Workplace: THE NEXT

- **Seismic shifts are on the horizon with higher education.** Changes in the way education is delivered at the college level – the introduction of Massive Open Online Courses (MOOCs) and the already proliferating online delivery of courses from anywhere – will cause some colleges to shutter their brick-and-mortar campuses. To compete for shrinking enrollments and dollars, grounded institutions must offer distance/online learning.
- **Entrepreneurial opportunities exist for creating services for after-market of graduates** as many career centers at universities are not meeting the needs.
- **Career planning may begin in middle school.** Career testing and discussions should start much earlier in each student's academic career and definitely by Grade 11. Every college student should be required to take a career course every semester.
- **Companies and organizations may develop individual development accounts** for employees to use over their employment life cycle; part of that account would be designated for transition assistance and outplacement. This would seem to appeal to millennials and their desire for development.
- **There is an expected global worker shortage 15 years from now,** and millennials need to be prepared to be more globally deployed.
- **Health insurance portability** (prompted by new health care laws in the U.S.) will allow people to move on from jobs in which they are not happy or fulfilled.
- **Individual passion and interest will be major drivers of career choices.** Coaches, counselors, and even employers will encourage candidates to explore what it is they enjoy and give young people more room for failure and experimentation. There will likely include more internships, more shadowing and sponsorships, more mentoring, more experimentation, and more job rotations and temporary assignments.
- **Coaching skills may be in demand for managers** who will be responsible for employees' development and professional growth, and be tapped to assist employees pursuing defined career paths within the company.
- **Work-life flexibility will draw increased interest.** Major employers will increasingly promote lifestyle benefits for employees. JPMorgan Chase already uses "No working weekends" and Google advocates "Mindfulness: Search Inside Yourself."
- **Job seekers will hold multiple jobs and have multiple revenue streams.** Freelance work is going to increase as pensions and benefits decrease. Candidates have to be constantly re-inventing themselves. There is a section of people who get it and can adapt, and there is a large group that is not adapting and wish it to be the way it used to be: one job with benefits. That is not going to happen so everyone needs to get on board.

Career Counseling & Coaching: THE NOW

- **Government funding for job assistance and training is declining.** Other sources such as contract experts and coaches will be needed. Job seekers are looking for assistance with the tools (resumes, letters), but often don't focus on career strategy and management.
- **Companies prefer to grow and use internal coaches** rather than hire external ones.
- **The cost of education encourages careful scrutiny of ROI.** Some discouraged job seekers pursue a master's degree because they think it will help them get a job. Career professionals can help job seekers determine the true return on investment of any post-graduate program.
- **There is still a disconnect between career planning as an event versus an ongoing process.**

- **Job clubs primarily serve job seekers who are 45+ years old and are mid- to upper-level professionals.** The older crowd is having a harder time getting back to work; many haven't had a resume in 15 years and many lack strong technology skills.
- **Young people are unprepared for the financial and intellectual challenges that come with job search and with changing employment.** Students are very confused and need more help with career planning to understand what is available to them. More funding is needed for career services in higher education and elsewhere.
- **The career profession based on a Western approach is still relatively new in the Russian market.** Traditional services in this area are "professional orientation" offered in schools and colleges as well as job search trainings in universities. But in many cases this comes down to selection of profession and it is often based on market and/or salary rather than on individual strengths and aspirations.

Career Counseling & Coaching: THE NEW

- **Financial planning becomes a part of career planning service.** Money management is being discussed in some intake conversations with clients (negotiating 401k, severance, and pension plans).
- **Grief counseling may help those dealing with job loss.** Perhaps career professionals need to encourage grief counseling to help clients cope with lost jobs and lost identity because these issues can cause a lack of self-confidence and, therefore, negatively affect job search.
- **Career-life design is a new trend.** Following the convergence of career-life, career coaching is also expanding to incorporate more life coaching as well. There is also a move toward the convergence of HR and career development in organizations, with these areas working closely together. This is important given the growing emphasis on internal mobility and changing workforce structures.
- **Career development is gaining more awareness.** A future projection is for annual career checks to be viewed similarly to annual health checks and financial checks. Health professionals, financial experts, and career coaches are starting to work together for overall wellness in all aspects of an individual's life.
- **Different multi-media approaches are being used to foster career development skills and inspiration in youth.** The age-old use of "stories" has not diminished, but they are now told through videos, e-books, timelines, and blogs to help kids understand that careers are no longer linear.
- **Technology apps are becoming a part of career development practitioner's toolkit.** Technology is being used as a conduit between career coaches/career departments to help people manage their careers continuously.
- **Emotional Intelligence is becoming a necessary skill set for coaches, counselors, and clients alike.** Brain-based coaching and counseling is in its infancy. More research and development work will need to be accomplished to establish common standards.

Career Counseling & Coaching: THE NEXT

- **Mobile job assistance centers** may be useful to expand geographic service areas, help those hard to reach, and assist the technologically challenged as well as those who lack access to technology.
- **Technology will still be a challenge.** There are clients who are not using technology and do not have access to technology. Their main technology is mobile phones. Coaches must continue to be aware of all the available resources in the community, online, and beyond to help their clients. And, everyone must be on board with the focus on mobile apps of the future.

- **More collaboration is required with corporate HR on long-term career and professional development.** Career development is a lifetime process. Career consultants must demonstrate the value (and revenue benefits) of the services offered and how this meets future needs (e.g., talent mobility when companies redeploy talent to other areas of the company).
- **The career services model at universities will change.** The traditional model separates Career Services from Corporate Relations. At some schools (e.g., Babson), the two functions are combined. Each advisor has a niche and both advise students and build employer relationships in that niche.
- **Career consultants will expand practices** to include subscription services such as 6-month career check-ups. The focus will be on building long-term relationships.
- **Future challenges for career professionals** include managing expectations (clients expect immediate help and results), explaining the differences between career coaching and mental health coaching, and getting younger-generation clients to understand how much work job search requires. Career coaches will need to help people navigate a complex and rapidly changing employment landscape. They will need to keep up to date with industry changes and help people become their own “futurists.”
- **There will be a greater convergence among career coaches, HR, life coaching, and overall wellness** – as strategies are used to help people manage balance and the blurring of work-life. Equally important is creating a culture of “*Career Mindfulness*” and “*Career Literacy*” throughout the talent pipeline. Career professionals, career organizations, academic institutions, and possibly employers will lead the movement for “career literacy” to become incorporated into lifelong mindset from childhood on. A key component will be multicultural fluency and dexterity.

The Global Employment Landscape

The Employment Market | Our Diverse, Multicultural, Multigenerational Workplace | The Global Economy and International Opportunities | Industries and Professions on the Rise and In Decline

The Employment Market: THE NOW

- **The financial decline began 5 years ago and things are not getting any better.** Some career professionals are seeing prolonged (3+ years) periods of unemployment among qualified professionals in their 50s.
- **Return-to-work coaches specialize** in helping clients focus, gain confidence, conduct gap analysis, develop strategies, and. The Academies offers a Certified Tough Transitions Coach program. Discovery Dynamics, Inc., also offers a Job Loss Recovery Coach Certification. Both of these programs are for career practitioners; not job seekers.
- **Official unemployment statistics in Russia are based on number of people registered with local employment centers.** Unfortunately, most people avoid the centers because they do not offer real benefits and are associated with the stigma of “useless people.” As a result, unemployment numbers are low in major cities.
- **Clients must see themselves as a small business or solo-entrepreneur for job search and career management** – creating a business plan for their own skills. This enables them to also take contract work and grow the opportunity. In fact, the business start-up rate is highest among those age 50+.

- **Contracting is increasing over full-time employment.** This is a large invisible workforce that isn't captured in the labor statistics. Where are the new contracts? Career professionals and clients need to know resources online (such as www.bizjournals.com for all major cities). Employers feel part-time or contract workers are an advantage because they can get specific skills from each person.
- **Companies execute a reduction in work force and then hire back former employees as contractors.** In some respects, they may be doing this to avoid paying for health care as well as to tap into specific expertise.
- **Employers still prefer to hire people who are employed.** They would *prefer* to hire someone who can do about 90% of the intended job; they consider *ideal* those candidates who can do 70%–80% of the job.
- **The Futurist magazine is a good resource for career professionals and our clients.** It explores the technological, scientific, environmental, social, and policy trends shaping our collective future and, therefore, the employment landscape. The magazine takes no stand on what the future will or should be like. It strives to serve as a neutral clearinghouse of ideas. There is also a vibrant World Future Society LinkedIn Group.
- **There is an unemployment gap.** Unemployment is low in large cities, especially among professionals and managers; higher in small towns and among unskilled people.

The Employment Market: THE NEW

- **People are patching together piecemeal careers** – working at multiple positions to pull together full-time work.
- **Job tryouts are being used more and more.**
- **The bulk of new jobs in health care don't require a bachelor's degree.**
- **As Baby Boomers transition out of the workforce and their skills are leaving the marketplace,** the need for training is increasing.
- **We're seeing more lateral moves or positions that focus on new skills instead of a move up the organizational ladder.** At the same time, we're seeing major drop-offs for expensive college majors such as law and medicine; people are pulling back because they don't see the value of the investment.
- **Age discrimination is real.** It is not just that candidates are not applying correctly. Some people are doing everything right and still not getting jobs.
- **An abundance of migrants is affecting the employment landscape.** In Russia, migrants from the former Soviet republics are willing to work for little money. They often are more motivated, disciplined, and effective in work. But they occupy mostly positions that are not attractive for local people (e.g., cleaning, construction). In the U.S., many people who are not native English speakers find work at the lowest tiers.
- **Expats come to Russia from all over the world.** They are welcomed in a range of business segments as they bring Western business practices, experience, and culture into Russian companies and help them to expand globally.
- **Modernization within manufacturing creates a demand for skilled workers and managers** – from assembly plants to pharmaceutical factories.
- **There is a trend for onshore outsourcing** and moving the workforce from expensive centers to low-cost locations. In Russia, call centers are situated in small towns and IT staff are relocated outside Moscow.

The Employment Market: THE NEXT

- **No real change in the employment picture is anticipated.**
- **Professional adult internships will continue to expand in numerous industries and professions.**
- **The demographic gap from the 1990s will soon affect the job market in Russia.** There are fewer young people entering the job market, but those people have better education and often speak European languages. They are ambitious, motivated by achievement and status, and therefore “overqualified” not only in eyes of employers, but also in their own self-perception. They are not interested in entry-level or technical positions. They generally lack vision for their own long-term career goals and are not fully aware of their own strengths and weaknesses, making them great prospective clients for career practitioners.
- **Job seekers and employees will need to have a more entrepreneurial mindset.** They will need to think in terms of revenue streams (projects, portfolio careers, etc.) instead of traditional employment.
- **Baby Boomers may not be able to fund retirements.** The next 20 to 30 years will be difficult as people retire. However, many Baby Boomers will work until much longer than their parents through necessity, choice, and the fact that employers still need their skills. Most want to do meaningful work. Some just want a job.
- **Employment concerns will rise in response to changes in the world of work:** How do you advance when you operate remotely? Will changes in health care laws increase a company’s motivation to be a better employer? The tide may be turning because of skill gaps in many areas, and we may see more focus on training.

Our Diverse, Multicultural, Multigenerational Workplace: THE NOW

- **Job Accommodation Network (JAN)** is a service provided by the U.S. Department of Labor and West Virginia University to assist employers and individuals with disabilities and others in identifying reasonable accommodations. This applies to finding, gaining, and retaining employment.
- **Company-based Disability Employee Resource Groups** (also known as network or business groups) support the recruitment and retention of employees with disabilities.
- **Most people with disabilities are unemployed or underemployed.** Of the 54 million people in the U.S. who have disabilities, only 1 in 5 is employed (U.S. Department of Labor). Yet, most reasonable workplace accommodations cost less than \$500.
- **Millennials are used to receiving resources and information at no charge.** Therefore, they don’t understand why they would want to invest in career services. We must educate before we can help.
- **Millennials don’t use voice mail or email.** However, employers aren’t texting so there is a disconnect in how different generations are communicating in job search and in the workplace.
- **Corporate success and a fully engaged multicultural workforce at all levels of the organization are inextricably linked.** Diversity and inclusion are also interdependent; you cannot have one without the other.
- **There are challenges working with military and wounded soldiers.** Too many calculate salaries with allowances and over-price themselves. Career professionals must work with them to understand their skills are not based on history but current job salaries. However, there is more open-mindedness to hiring veterans in the U.S. In 2012, 29% of federal hires were vets. This can create roadblocks for non-veteran job seekers.
- **A surge of U.S. federal retirements began in January of 2014** and will change the employment landscape.

- **Old and new generations may have difficulties working together** as a result of differences in values, attitudes, motivations, perceptions, and ways of communicating. This can make it difficult to pass skills and knowledge from older to younger workers.

Our Diverse, Multicultural, Multigenerational Workplace: THE NEW

- **Millennials switch jobs every two years** which, if the trend continues, means they will have an average of 25 jobs in their work life.
- **Multicultural is now being defined as more than just race, gender, and disability.** It includes religion, ethnicity, age/generation, different ways of thinking, and more. Diversity and inclusion must be viewed on multiple levels: local, national, and global.
- **Some career professionals are seeing targeted recruitment of veterans with disabilities.** New technologies exist to enable people with disabilities to be even more productive in the workforce.
- **Managers who are younger than their subordinates sometimes fuel a “clash of generations.”** However, young people are more flexible and good learners so they can often find their way around generational issues and shape the work environment in a way that is comfortable for all.

Our Diverse, Multicultural, Multigenerational Workplace: THE NEXT

- **In 20 years, Baby Boomers will no longer be the potent force in the workplace** and there will be a tremendous void to fill as they finally leave their full-time positions.
- **Retirement age will increase in the current economy.** People approaching their retirement age will seek more flexible work arrangements. These will be sourced primarily through networking.
- **We will see increased hiring of employees with autism and Asperger’s Syndrome** for positions as programmers, coders, testers, and many other positions. In 2013, SAP hired hundreds of employees with these disabilities to program and test products.
- **Generation “Y” will start entering job market.** Employers who find a way to integrate Generation “Y” into their environment will benefit from their education, energy, ambition, and desire for achievement.
- **Cultural intelligence will be a critical skill for successfully navigating the emerging world of work.** There will soon be five generations in the workplace, requiring new skills for organization leaders and all employees.
- **Encore careers, legacy careers, and re-careering internships** will be used to capture wisdom and intellectual/historical knowledge of experienced and older workers.

Our Global Economy / International Opportunities THE NOW

- **Career consultants are working with international students whose norms and expectations are very different.** Career consultants need to understand the cultures of their clients and the challenges that they may have in the job market. For example, some women from other cultures are not used to speaking about themselves. Coaches need to really work with the client on what to say and how to say it.
- **U.S. culture looks down on blue-collar jobs.** Jobs in trades may make a resurgence and should be given credibility as an alternative and viable career path.
- **Jobs move as companies merge and follow the global flow.** Employees must be more nimble in working globally (e.g., teleworking or collaborating with matrix teams across multiple time zones).

- **Expats are retuning home (U.S.)** as more companies downsize or bring production back due to rising costs in traditionally low-cost countries.
- **Europe is seeing some of the same employment problems as the U.S.** There is difficulty with youngsters leaving home (not finding jobs) as well as older generations losing their jobs because of high salaries.
- **There is a shortage of nurses in Europe.**
- **There is a great need for engineers and software developers in London;** however, there are strict rules about foreigners coming in.
- **There are fewer expat packages.** Companies can't hire unless it's a local candidate.
- **With the growth of entrepreneurs, we're seeing fewer and fewer people dedicated to an employer.** Rather, entrepreneurs are focused on what they want to do and everywhere they can do it.
- **Emigration has always been a hot topic in Russia.** Middle class, educated, and youth at different points of their life consider this option. Some take active steps to find their place in the Western world; others send their children to schools and universities there.

Our Global Economy / International Opportunities : THE NEW

- **More vocational training is needed to bring skills back to the U.S. market.**
- **The U.S. federal job security myth has been shattered.** The recent shutdown is their dot.com bubble. More federal employees will be recruited by private industry. Federal jobs are less attractive to younger candidates.
- **International students in the U.S. don't want to go back to their home country.** Instead, they want to stay and work in the U.S. Many schools use Going Global as a resource.
- **Because of the increased number of employees for whom English is a second language, employers may need greater patience in dealing with limited English skills.** In certain industries and job functions, it can be an issue.
- **Business trips to foreign countries, transfers, and education abroad are on the rise.** Many actively seek international employment opportunities for different purposes: personal interests, professional development, or political issues.

Our Global Economy / International Opportunities: THE NEXT

- **At the executive level, international experience will continue to be valuable.**
- **Career decisions will be driven by lifestyle as opposed to career goals.** The younger generation is much more attentive to lifestyle and less willing to sacrifice lifestyle for career goals.
- **Opportunities for distance learning will continue to grow.** Communication, social, and networking skills are needed to balance subject-matter education. Some skills can be taught through Adobe Connect, Google Hangouts, and Skype.
- **Career professionals project a new economic model where people have multiple revenue streams instead of one job.** By 2020, the prediction is that 50% of employees will work project to project; many will be self-employed.
- **Global careers are the next topic for career professionals.** Russian professionals and managers will be interested in International career and job search, international education, and other relevant topics.

Industries and Professions On the Rise and In Decline: THE NOW

- **Industries that are on the rise** include engineering, IT, analytics, finance services, banking, telecomm, pharmaceutical, skilled technician careers, technology, sales/marketing, skill trades careers, health care, and professionals requiring skills not able to be offshored. Offshoring is still growing and having an impact on certain industries and professions.
- **Manufacturing is coming back (in Ohio), but there is a skills gap.** Among students in Ohio, manufacturing is not a popular career choice despite the fact that it's the #1 industry in the state. Students have a negative opinion of this industry, and Ohio is in desperate need of people with those skills.
- **Managers are in demand.** Administrative positions are lagging behind.
- **Advancements in IT, computerization of government services, and growth of online services** make a large number of clerks redundant.
- **There is a complicated situation in Russia that is not always reflected.** Market conditions and supply/demand are affected due to active government involvement and support of employment in local geographical industrial zones built around one or a few large plants.

Industries and Professions On the Rise and In Decline: THE NEW

- **Professional landscape changes quickly.** Highly and narrowly specialized professions are declining as people avoid being locked in niches and companies avoid dependencies on limited resources.
- **Professions are blurring** (e.g., technology is increasingly important in health care). So, for example, what is higher education doing to meet the blur?
- **The field of gerontology is growing,** especially as the “bubble” of Baby Boomers approaches retirement and old age.
- **Call centers, customer service, and collections are relatively new spheres in Russia that are on the rise.** Those professions are associated with high levels of stress and often cause burn-out.
- **Immigration is important for Canada.** British Columbia is reaching out to Ireland to get apprentices for the booming construction trade. The Canadian Government is also focused on improving the apprenticeship system. Requirements for immigrants have changed and will continue to change to meet market demand.

Industries and Professions On the Rise and In Decline: THE NEXT

- **Vocational schools will increase in popularity.** What was once considered a pejorative environment will prepare students for well-paying jobs in manufacturing.
- **Much of projected job growth is expected to come from lower-level service jobs.**
- **Middle-class jobs in America will disappear** (according to economist Thomas Friedman in *The World Is Flat*). All that will be left are doctors, lawyers, engineers, and factory workers and trades people with little in between. Many more jobs will be outsourced to China or done by robots.
- **Standardization, licensing, or self-regulation of professions will be called for in some fields.** Traditionally, a government-issued diploma was a permission to work as lawyer, doctor, etc. But growth of private education and migration should bring licensing as a requirement to practice a number of professions that may significantly reshape the job market.

Challenges for Career Professionals

Challenges for Career Professionals: THE NOW

- **More career management service delivery is online.** We need to create our own modules with a global reach. Noted social media gurus mentioned at Brain Day events include Mari Smith, Neil Shaffer, and Lori Ruff.
- **Career professionals should add a Facebook page for their business.**
- **Career professionals should establish and monitor their own brands.** These actions serve as a model for clients as to how they should manage their brands and their careers.
- **Tools (e.g., HootSuite) for posting to multiple social media** are in use and will continue to proliferate.
- **ACPI is represented in Russia by a local network.** Representation in social networks is still insufficient. The local chapter has about 20 active members, and four of them are also members of ACP International. The chapter has regular meetings and holds events to raise awareness of the general public about career-related services and professionals.

Challenges for Career Professionals: THE NEW

- **Infographics on Pinterest show that change is embraced by** new generations that don't accept things just because we've always done it that way.
- **Storytelling will always be relevant,** but it must be short and sweet.
- **Interest in career services is growing among individuals and companies.** A number of HR managers, people managers, business owners, and job search consultants are becoming interested in getting deeper knowledge and practical skills in career management and career coaching.
- **Career professionals have the same anxieties as our clients regarding technology.** We need to be constantly scanning to be conversant. We should be early adopters of information on social media even if we don't use it ourselves.
- **Career professionals need to tap into available resources** such as conferences, teleconferences, webinars, e-learning courses, etc., continually updating/upgrading their technology and social media skills.
- **Career coaches now straddle coaching and career consulting** (thought of as advising with content, whereas coaching is about drawing out the answers within the client). There is also an element of therapy – job therapy. Coaches open a lot of emotional pits in clients so we need to be prepared to deal.
- **Coaching (general or life coaching) has become popular among not only affluent people but also those who want to be on fast track and advance in their careers.** However, the increase of pseudo-coaching (so-called “infobusiness” – mass marketing of superficial ideas and low-quality services) has already put a dent and a negative impact on the reputation of coaching, resume writing, and career management services. At the same time, many business schools and coaching schools heightened their credibility by inviting Western partners and experts to provide training and workshops.
- **As practitioners, we need to communicate the value of our services to engage clients.** The question of how we promote our services is in question. Should we promote a series of transactional steps or offer a more holistic career planning approach? Or, does the answer differ for each career professional?
- **Career professionals must be able to recognize mental health issues and refer clients to appropriate resources.**

- **Coaches would like to know more about where certification is going.** They believe that certification gives the field more credibility and stature.
- **Career professionals give clients permission to dream.** By creating a concrete plan as part of career management, career professionals give clients confidence.

Challenges for Career Professionals: THE NEXT

- **There will be segregation of the career services market into niches** with further differentiation by audience, quality, and professionalism.
- **Career professionals will learn to “work their strengths”** rather than trying to do everything to run their businesses. Find partners to fill in gaps: accountant, attorney, virtual assistant, website manager, etc.
- **As independent practitioners, we market our own skill sets and we need to market the profession itself.** We need the Career Thought Leaders Consortium and other professional organizations (career management as well as partner professional organizations) to help market the profession, communicating the value of **all** the things we do to guide our clients through successful job search and lifelong career management.

Recommended Resources

Websites, Online Tools, Resources

- 360 Reach Personal Branding: <http://www.reachcc.com>
- Authentic Happiness, <http://www.authentic happiness.sas.upenn.edu/Default.aspx>, starts with character strengths, then goes deeper. This website is based on the work of Martin Seligman, the “father” of positive psychology.
- Business and productivity tools for entrepreneurs: <http://www.timetrade.com>, <https://www.fancyhands.com>, <http://www.scribendi.com>
- Canada’s Top 100 Employers: www.canadastop100.com/national/
- CareerBuilder infographics on today’s job hunt: <http://cb.com/NewJobHunt2013>, <http://cb.com/1f6qYiA>
- CareerBuilder research on candidate behavior: <http://cb.com/SeekerBehavior2013>
- CEUOneStop.com: <http://www.ceuonestop.com/> – Self-study courses for career professionals
- Employment attorney referral: Kathleen Cahill – Baltimore, MD, <http://kathleencahill-law.com/>
- ERE.net: <http://www.ere.net> – Excellent website for recruiters
- Evernote: <https://evernote.com/> – Organization app very useful for tracking the job-search process and helping individuals discipline themselves; available on smartphones
- Fistful of Talent (<http://fistfuloftalent.com/>) – HR blog
- Glassdoor: <http://www.glassdoor.com> – Great website to get feedback on employers, salary information, and interview questions
- Global Mindset Inventory: <http://globalmindset.thunderbird.edu/home/global-mindset-inventory> – For international employees; associated with Najafi Global Institute, Thunderbird International
- Go In House: <http://www.goinhouse.com/> – Legal jobs with organizations/companies, rather than law firms
- Great Place to Work: www.greatplacetowork.ca/
- Health Management Careers: <http://healthmanagementcareers.org> – Assistance on job choices
- Inc. Magazine list of most popular crowdfunding sites, shark tanks, angel investors, etc.: <http://www.inc.com/magazine/201306/eric-markowitz/how-to-choose-a-crowdfunder.html>
- Interview Stream: <http://interviewstream.com> – Used by John Carroll University; provides services to employers for interviewing; students can practice mock interviews with a real interviewer
- JibberJobber: <http://www.jibberjobber.com/> – Personal/professional contact and relationship manager, designed specifically for job search
- Mike Rowe Works: <http://www.mikeroweworks.com/home> – Blue collar spokesperson Mike Rowe (Host of TV program, “Dirty Jobs”) set up organization and website providing motivation and resources for entry into trades; Rowe’s 2011 Senate testimony: <http://www.youtube.com/watch?v=cC0JPs-rcF0>
- O*Net: <http://www.onetonline.org> - Occupational Directory

- Resume Writing Academy E-Summits (14 different 2-hour resume training programs): <http://www.resumewritingacademy.com/esummit.php>
- StrengthsFinder: <http://www.strengthsfinder.com/> – Industry-leading career assessment tool
- Talentral: <http://talentral.com> – Online portfolio for lifetime career management
- TED talk called “Career Services Must Die”: <http://www.youtube.com/watch?v=6Tc6GHWPdMU>
- The Posse List: <http://www.theposselist.com> – Specific to legal para/legal community with job board and forum by geographic location; academic jobs posted on the weekend
- TransitionDynamics: <http://www.transitiondynamics.com> – Seasons of change
- USA Jobs: <https://www.usajobs.gov> – U.S. Federal Government’s official jobs site
- Vizibility.com: <https://vizibility.com> – Mobile business cards, QR codes
- Whatsforwork.com: <http://whatsforwork.com> – Free nonprofit website for women who have taken time off to raise children
- World Future Society: <http://www.wfs.org>
- Your Workplace: www.yourworkplace.ca (download statistics)

Articles...

- Big data analytics and affect on hiring by Karen Chopra <http://bit.ly/1cZiOKS>
- Can We Trust LinkedIn? by Greg Savage (<http://gregsavage.com.au/2013/10/29/can-we-trust-linkedin/>)
- Education to Employment: Designing a System that Works. http://mckinseysociety.com/downloads/reports/Education/Education-to-Employment_FINAL.pdf
- What’s coming might be found in the article “Hiring in the Age of Big Data.” <http://www.businessweek.com/articles/2013-10-24/new-way-to-assess-job-applicants-online-games-and-quizzes> Article speaks to the role online questionnaires may take in helping companies find the right candidates; some tools look like video games; Knack is one of the startups in this area; Evolv and ConnectCubed are using games to evaluate candidates

Books...

- *100 Conversations for Career Success: Learn to Network, Cold Call, and Tweet Your Way to Your Dream Job* by Laura Labovich and Miriam Salpeter
- *Active Interviewing* by Eric Kramer
- *Career Counseling: Theories of Psychotherap*) by Mark Savickas
- *David and Goliath* by Malcolm Gladwell
- *Disrupting the Diploma* by Reid Hoffman
- *Ditch. Dare. Do!* by William Arruda and Deb Dib
- *Finding the Needle in the Haystack: Keywords* by Wendy Enelow
- *Getting More* by Stuart Diamond
- *Immigrant Inc.* by Richard Herman
- *Job Search with Social Media for Dummies* by Joshua Waldman

- *Networking for People Who Hate Networking* by Devora Zack
- *Nobody is Unemployable* by Elisabeth Sanders Park
- *Push Back – How Smart Women Ask and Stand Up for What They Want* by Selena Rezvani
- *Quiet Influence: The Introvert's Guide to Making a Difference* by Jennifer Kahnweiler
- *Quiet: The Power of Introverts* by Susan Cain
- *Return on Relationship* by Ted Rubin
- *So Good They Can't Ignore You – Why Skills Trump Passion in the Quest for Work You Love* by Cal Newport
- *Social Networking for Career Success* by Miriam Salpeter
- *Socialnomics* by Erik Qualman
- *Start With Why: How Great Leaders Inspire Everyone to Take Action* by Simon Sinek
- *The 20-Minute Networking Meeting: How Little Meetings Can Lead To Your Next Big Job* by Marsha Ballinger
- *The 2020 Workplace* by Meister and Willyard
- *The 6 Reasons You'll Get the Job - What Employers Look for--Whether They Know It or Not* by Elisabeth Sanders Park
- *The Charisma Myth* by Olivia Cabane
- *The Encore Careers Handbook* by Marci Alboher
- *The Freelancer's Bible* by Sara Horowitz
- *The God-Shaped Brain* by Timothy Jennings
- *The MBA Guide to Networking Like a Rockstar: The Ultimate Guide to Navigating the Complex MBA Landscape & Developing Personal Relationships to Stand Out Among Top-Caliber Candidates* by Jaymin J. Patel
- *The Nine Stages of the Interview* by Dr. Thomas Denham
- *The Optimism Bias* by Tali Sharot
- *The Two-Hour Job Search* by Steve Dalton
- *To Sell is Human – The Surprising Truth About Moving Others* by Daniel Pink
- *Twitter Job Search Guide* by Susan Whitcomb, Chandlee Bryan and Deb Dib
- *What the Plus* by Guy Kawasaki
- *Whistle While You Work: Heeding Your Life's Calling* by Richard J. Lieder and David A. Shapiro
- *Whole New Mind* by Daniel Pink
- *Work Hands* by Orville Pearson
- www.thehirechallenge.com – New series of e-books with multiple tools for a successful job search

2013 Global Career Brainstorming Day

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