



CAREER THOUGHT LEADERS

Presents

***Findings of 2011 Global Career Brainstorming Day:  
Trends for the Now, the New & the Next in Careers***

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**Career Thought Leaders Consortium**  
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# SUMMARY

On Friday, October 14, 2011, more than 250 career professionals from the United States, Canada, and the United Kingdom met in 15 live and virtual events. Their objective was to brainstorm best practices, innovations, trends, new programs, new processes, and other observations that are currently impacting, and 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.

Global Career Brainstorming Day 2011 brought some interesting revelations while reinforcing some commonly accepted precepts in the careers industry. Of particular interest was the fact that concepts presented as “the new” at the 2010 Global Career Brainstorming Day had moved into “the now” category. Likewise, a number of ideas considered “the next” at the 2010 event had transitioned into either “the now” or “the new” in 2011. We are clearly on a continuum within the careers industry – and we suspect that things will continue to shift even more quickly.

# 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.

	Page
• <b>Career Marketing Communications</b>	
Resumes.....	7
Cover Letters.....	9
Traditional Career Marketing Communications.....	10
Multimedia Career Marketing Communications .....	10
• <b>LinkedIn</b> .....	13
• <b>Job Search</b>	
Traditional Job Search.....	15
Job Boards and Online Job Search .....	16
• <b>Networking</b>	
Traditional Networking .....	18
Online Social Networking.....	19
• <b>Recruitment and Hiring</b>	
Recruitment .....	20
Employee Screening and Hiring .....	21
• <b>Career Planning and Management</b>	
Personal Branding.....	23
Assessments and Tools .....	24
Online Identity Management.....	25
• <b>The New World of Work</b>	
The Changing Employment Landscape .....	26
The Multigenerational Workplace .....	29
Employability Challenges .....	31
Rising and Falling Industries and Professions .....	33
• <b>Challenges and Opportunities for Career Professionals</b> .....	34
• <b>Contributors to Global Career Brainstorming Day</b>	
List of Facilitators.....	36
List of Scribes .....	37
List of Participants.....	38
• <b>Resources</b> .....	44

# Career Marketing Communications

## Resumes | Cover Letters | Traditional Career Marketing Communications | Multimedia Career Marketing Communications

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### Resumes: THE NOW

- **The resume remains the essential foundation for any job search.** Despite the ever-changing nature of job search and the explosion of new technologies, nearly every job seeker still needs the traditional resume/CV as a career overview and introduction to employers, recruiters, and network contacts.
- **There is continued emphasis on “writing short and tight.”** The norm for most resumes/CVs is one to two pages, even for very experienced professionals. A survey of HR/recruiters on LinkedIn indicated an overwhelming preference for two-page resumes provided there is enough value in the content to warrant a second page.
- **Length is not the only critical factor.** Of equal or greater importance is concise writing, short paragraphs, brief lists of bullet points, and good organizational strategies that ensure the resume can be quickly skimmed. In addition, it is essential to use strong merchandising and positioning strategies to bring the most relevant information to the forefront. Creating a strong impact “above the fold” – on the top half of the first page of the resume – has become increasingly critical for job seekers in one of the most competitive employment markets we’ve ever experienced.
- **The debate over structure continues.** Some are seeing a reemergence of functional structures for career-changers while others report the use of micro resumes at the executive level featuring primarily talking points (“nothing longer than a tweet”). Nonetheless, there is a near-universal dislike by hiring managers and HR professionals of functional resumes. Reverse-chronological resumes still reign supreme. Hybrid resumes that combine an amplified profile (the “functional” component) with abbreviated reverse-chronological detail on jobs can work for those with less experience, employment gaps, or other challenges.
- **Formatting for online use is finally evolving.** For years text (.txt) files have been the universal standard for uploading to resume databases or job sites. Now, however, some career professionals are finding that a minimally formatted .doc file is preferable to a .txt document to ensure the integrity of both content and format on some websites and databases.
- **Smart phones are changing everything.** From the ways we communicate (texting and IMing instead of emails and voicemails) to the way hiring managers are reading resumes, smart phones have made a huge impact. Readability becomes a major problem, especially when scrolling through sentences. To accommodate the trend in resumes being read on mobile devices/smart phones, top-to-bottom scrolling (not side-to-side) should be emphasized, messaging should be condensed and concise, and good headlines should be created. The content of the profile (again, the top half of the resume) must compel readers to want to know more and keep reading.

- **Twitter has become a viable medium for resume messaging.** Media-savvy job seekers communicate their value proposition and brand in a Twitrez, a series of 10 tweets (each 140 characters). It's the perfect tool for smart phones. Each message can stand on its own, and the combined messages create a cohesive overview of a candidate's core qualifications and value.
- **Resumes have evolved beyond being keyword-rich to being ATS-savvy.** The increased use of Applicant Tracking Systems (ATS) has necessitated a new lens through which to examine resumes. Formatting is being scaled back to accommodate ATS systems (straightforward and simple formatting yields the best results), and text is being carefully selected to optimize keyword identification and search engine capabilities.
- **Shorter resumes drive greater demand for addenda.** Project highlights, client/engagement highlights, leadership bios, technology profiles, and other in-depth documents and leave-behinds become more essential as resumes continue to shrink. Career professionals who advise their clients on these addenda, and assist in their creation, provide a valuable service to help clients develop rich materials that help candidates stand out from the crowd.
- **The modular resume emerges.** Some career professionals report providing customized resumes with "swap-out" bullets for the profile section. This approach gives clients multiple options to easily customize the resume summary to match the specific opportunity or audience.
- **Paper is still important.** Job seekers still have the need for a professional, nicely formatted, printed document for in-person meetings. This is not expected to change anytime soon because a well-presented resume is always a distinguishing document.
- **Resumes become portals to blogs, web pages, and portfolios.** A linked email address on the resume has been standard for many years. But we are now seeing the increased inclusion of URLs and QR (Quick Response) codes to link readers to additional material about the job seeker.
- **Resume "extras" surge in importance.** Community service, civic background, continuing education, professional development, and other insightful extras are becoming an important element on the resume to establish character and personality as well as to distinguish one job seeker's professional qualifications from another's.
- **Testimonials add value.** Creative resume writers find a variety of ways to include testimonials and endorsements as powerful third-party recommendations on the resume. A job seeker's LinkedIn recommendations can provide a ready source for these testimonials.
- **Strategies become more complex for job seekers who need to create messages for multiple audiences.** How do you write a resume that speaks to the screener, the HR person who does a more thorough review, and then the hiring manager who knows the job (especially of concern with technical resumes)? Career professionals need to be masters of multiple strategies for creating the right documents/messages that will appeal to each audience.
- **Job seekers often need help managing the process.** Some resume writers/career coaches have responded to "client confusion" by creating such aids as a job search primer, a how-to sheet for uploading the resume to an online application, a guide to printing and emailing the resume, and other information detailing the nuts-and-bolts of today's complex job search.

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## Resumes: THE NEW

- **Strategies and tools for conquering Applicant Tracking Systems are appearing and evolving.** As job boards like Monster.com offer their services and capabilities to even the smallest companies, businesses of every size are now using ATS to scan resumes and manage candidates. At the same time, ATS have become more sophisticated and more choosy – to the point that they now search for rare (rather than common) keywords and keyword phrases to help sort a huge number of submitted resumes. In response, new technologies, tools, and strategies have emerged to help resumes rise to the top. These include:
  - *Web-based software that enables writers to assess resumes for keyword matches when compared against specific job listings.* An emerging player in this arena is Preptel, whose Resumeter service can bring resumes from a “weak” match to 50%, 80%, or higher. According to Preptel, any resume that scores above 50% will have an advantage because the typical resume matches at only 20%–30%.
  - *Keyword listings positioned at the bottom of every resume* – as a catch-all to include terms that could not be worked into the body of the resume. While some career professionals espouse this strategy, others point out that keyword lists are imperfect because search engines are iterative and will catch words that are included out of context. This could force a rejection.
  - *A free word cloud generator like Wordle* – a simple tool to use to uncover keyword patterns in both job listings and resumes.
- **Writing gets shorter.** Not just for resumes, but for brand statements and all marketing communications, the “Twitter generation” knows how to pare messages to the minimum. For career professionals who were trained a decade or more ago, this trend is counterintuitive since most strive to tell all key parts of a job seeker’s career story. Further confounding this issue is that job listings seem to be getting longer while our responses need to be shorter.
- **What’s old is new:** Think multimedia. In addition to emailing and online postings, candidates should consider mailing a perfect resume on very high-quality paper along with a customized cover letter. People will almost always open a handwritten package.
- **Contact information gets an update.** The emerging trend for contact information on a resume is to include a website address/URL, online profile links, city and state only (no street address), a single phone number (no second/third number, no fax number), and a single email address. Keep it clean and make it easy for a prospective employer to contact a candidate.
- **Resumes are not always the leading career tool.** In some searches, resumes are being replaced by online communications with the resume occasionally serving as the leave-behind document after LinkedIn and email exchanges have provided the initial information of interest.
- **Creative styles are emerging to show dates and experience.** Especially useful for contract employees, consultants, and freelancers, this strategy allows candidates to express experience in chunks of time (3 years, 18 months, 6 years, and so forth) rather than using specific dates. An argument for this approach is that it translates experience into meaningful terms for employers and helps candidates present a cohesive background that is relevant to the employer’s needs. Equally important, it eliminates the potentially negative perception of a job hopper.

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## Resumes: THE NEXT

- **The LinkedIn profile replaces the resume.** Arguably, some believed this to be the “now” rather than the “next.” LinkedIn profiles are considered by many to be equal to resumes in priority and may soon be more important. There was agreement that the LI Profile should be a narrative, first-person “story” and not a mere duplication of the resume.
- **QR codes appear everywhere.** QR (Quick Response) codes are still a novelty on resumes, although they have become commonplace in consumer and B2B advertising. It is expected that these codes will be increasingly used in resumes to steer readers to a richer and constantly updated online portfolio of material about the candidate.
- **Two-page resumes become obsolete.** Some future thinkers expressed the belief that 140-character tweet-able resumes will replace one- and two-page resumes.
- **Hiring goes digital.** To save on paper and filing time, employers may eventually request links rather than traditional applications. Eventually, application documents can be linked to barcodes and employers will have the technology to scan and go. With barcodes linked to smart phones, candidates can keep records and applications on their phones. And moving to an entirely digital/electronic process, an identifying thumbprint may be included on a resume. It is anticipated that these changes will be happening quickly to keep pace with the rapid changes in all technologies.
- **Photos return to resumes.** Because LinkedIn and Facebook profiles include photos, employers may no longer have a bias against photos on resumes. All individuals should have a high-quality, professional-looking photo for their professional networking sites.
- **Online applications (and uploading of resumes) continue.** Employers will continue to demand that job seekers apply on their website/online system even when candidates come to their attention through networking, direct referral, LinkedIn profiles, and other sourcing methods.
- **Additional innovations emerge:** These upcoming tools and trends may be coming soon to an employer, a candidate, or a job board near you:
  - *Infographic resumes:* all data displayed using graphics rather than words.
  - *Pop-up resumes:* similar to pop-up advertisements that appear when a reader hovers over relevant text on a website.
  - *Expanded online portfolios:* to counteract the Twitter trend of micro-messaging and create a deeper resource for interested employers and contacts.





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## Cover Letters: THE NOW

- **Choose to include a cover letter ... or not.** According to one authority, 80% of recruiters deem cover letters essential, especially when content specifically links the candidate's capabilities to the challenges of the job. Other career professionals said that with the exception of high-end jobs, cover letters are less in demand. And some shared the statistic that only half of all cover letters are read.
- **Provide a cover letter with plug-and-go bullet points.** Instead of just three bullet points, some writers give clients five, six, or more key messages that allow them to use those most appropriate to each specific job opportunity and thus customize their cover letters.
- **Format for smart phones.** Write short cover letters that include a summary, highlights of achievements, and a call to action, all bolded to stand out on a smart phone. And, keep it short ... very short.

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## Cover Letters: THE NEW

- **The debate continues.** Corporate recruiters virtually never read cover letters, according to one authority, but hiring managers do. Another source said easily 50% of hiring decision-makers no longer read cover letters – a stark change from even a few years ago. Why? Decision-makers are very busy, and the cover letter no longer generates the same compelling interest as does the resume.
- **The cover letter evolves.** One solution to the ongoing debate about whether to include a cover letter or not is to write the letter as a job proposal rather than a traditional cover letter. Others contend that the most useful tools for job seekers, rather than lengthy, traditional cover letters, are short email cover notes that briefly showcase a job seeker's most relevant achievements.
- **Include pull quotes (testimonials) in cover letters for impact.** Similar to how they are used in resumes, testimonials added to cover letters provide a strong third-party endorsement. Good sources for testimonials include LinkedIn recommendations and written performance evaluations.
- **The T-brief cover letter from the 1980s is enjoying a comeback.** In the T-brief letter, the primary content of the cover letter is formatted in two columns. The employer's requirements are aligned in the left-hand column and the candidate's experience/qualifications/examples of success are aligned in the right-hand column. The reason for the return to popularity of this letter may be that it is easy for employers to scan to quickly determine whether a candidate meets the qualifications of the job at hand. Note that some participants felt these letters were too "elementary" in structure for their more senior clients.

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## Cover Letters: THE NEXT

- **Everything old is new again.** To separate themselves from the vast pool of online candidates, job seekers might write a traditional cover letter and send via postal mail to a potential employer. The sharp appearance of the printed document, plus the sheer novelty of the approach, may draw positive attention.
- **Tweets become cover letters.** Through Twitter, candidates can post a brief introduction with a link to an online profile or web portfolio – essentially serving the same purpose as the traditional cover letter of enticing readers to seek more information.



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## Traditional Career Marketing Communications: THE NOW, THE NEW, THE NEXT

- **Webfolios are still a viable option.** These online portfolios offer unlimited length to showcase in-depth information. Although they have not become widely accepted or extensively used, for the right individual they can be remarkably powerful and effective job-search tools.
- **Demand increases for one-page documents.** Called networking briefs, executive resumes, summary resumes, leadership profiles, etc., these documents concisely present talking points. They are effective advance documents, are useful in networking discussions, and can be memorable leave-behind tools.
- **Networking business cards (“pocket resumes”) do more.** Double-sided cards with traditional contact info and a branded tagline on the front and micro resume/areas of expertise on the back are growing in popularity because they are more useful and more memorable than the standard business card that contains only a name and contact information. Online resources to help job seekers design and print attractive networking cards include print shops (<http://www.printingforless.com/Mini-Resume.html>) and specialty services such as Resuminime (<http://www.resuminime.com/>).



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## Multimedia Career Marketing Communications: THE NOW

- **Multimedia tools are not popular among recruiters.** Recruiters don't have the time to look at such materials and are more comfortable with traditional resumes and their own sourcing methods. It can be easy to get caught up in the novelty of a new multimedia tool, but job seekers should never lose sight of the preferences of their prime audience – recruiters and hiring managers.
- **Multimedia communications raise concerns regarding possible discriminatory factors of photos or video.** Because of legal hiring practices in the US, some HR professionals are hesitant to look at multimedia that reveal much more information about a candidate than the standard resume or job application. As well, HR and hiring managers are busy and will not take the time to look at lengthy videos.
- **Video should be short and professional.** Professional video production services such as VideoBio create high-quality video that can enhance a candidate's image. The video can be shared via a link on the resume, on a candidate's personal website, and on LinkedIn. It's been determined that most recruiters and hiring managers will not take the time to look at candidate videos. But when they do, a well-done video can give the job seeker a competitive edge over other candidates.
- **Visual presentations are not right for everyone.** Some people are not skilled or effective at presenting in front of a camera, and such job seekers will damage their image if their message is poorly delivered or if the video is not of top-notch quality.
- **YouTube can be a venue for job seeker videos.** Some contacts may access a YouTube link out of curiosity, but some may not. Ultimately, video marketing initiatives (and the job-search candidates themselves) must be super-polished to be given serious consideration. A casual YouTube video is never the right answer.

- **Video tools are seeing increased use for seminars and interviews.** Skype has become a popular interview tool that saves substantial money and time for both employers and candidates. Video is also increasingly being used for conference calls, webinars, digital workshops, and virtual events. As more smart phones develop video capabilities (similar to Apple's FaceTime), we anticipate this trend will continue to grow.
- **Media choices should be appropriate to the audience.** Early adopters may be creating holographic resumes on the web, using QR codes for marketing, letting their Twitter link go further/deeper into their website, and cross-connecting multimedia to LinkedIn and Facebook. However, even among the younger generation that is comfortable with video and distribution on multiple platforms, candidates need to be aware of their audience and use the medium that is most appropriate. Use of multimedia for candidate marketing in the UK is still relatively small in comparison to the US, even among young and tech-savvy candidates.
- **Web searches are the norm.** Recruiters and employers alike are doing more candidate research and screening through Google and other search engines, and candidates need to be aware of their online image even on sites such as Facebook that purportedly have privacy controls.

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## Multimedia Career Marketing Communications: THE NEW

- **Multimedia trends continue to grow.** Career professionals are creating Google profiles for entrepreneurial clients, helping clients to develop infographics, and coaching on video interviewing. In fact, there is increased demand for career professionals to train clients in presentation skills (that go beyond interview skills): appearance, posture, articulation – all for use in video development.
- **Concerns persist for privacy.** With the explosion of online and multimedia tools, privacy has become an even more complex issue and involves protecting online presence, adhering to corporate guidelines, and understanding the impact of possible legislation designed to protect online data.
- **Multimedia can differentiate candidates.** In a flooded market, it's more likely to see new technology adoption. Uploading videos (with links provided on resume, in cover letter, on LinkedIn, etc.) that showcase talent can be a key way to differentiate candidacy to prospective employers. This is being done in the UK's competitive graduate labor market.

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## Multimedia Career Marketing Communications: THE NEXT

- **Client offerings expand to include creative add-on services.** Career professionals on the cutting edge of job search and technology trends can offer services that clients haven't yet imagined, expanding from today's standard offerings (resumes, cover letters, bios, and Google and LinkedIn profiles) to tomorrow's job-search essentials:
  - *Twitrez and Twitter streams*
  - *Video scripts*
  - *Mobile marketing plans*
  - *Facebook advertising plans and messages*
  - *Selection of search results for a curated online image with QR code*
  - *Web portfolio designed for smart phone viewing*

- **Audio or video links are included in resumes**, using tools such as Adobe proX that embeds in a Word document a two-minute audio or video enabled with one-click access. Recruiters don't want to click out to another website, but this method allows them to access video directly from the resume. And while recruiters and hiring managers may still be hesitant about audio or video, an embedded media file could be a valuable add-on for subsequent interviews.
- **Skype "interview rooms" become widely available.** As Skype interviews grow in popularity, a corresponding need will grow for appropriate settings to conduct an interview. Campus resource centers, municipal buildings, libraries, and other community sites may be the host for such interview rooms.
- **Video resumes incorporate more social media links.** We will likely see increased adoption of barcodes, QR codes, YouTube and other video links, Twitter feeds, and other multimedia links on the growing number of video resumes.
- **Downloadable documents and iPhone apps will enable eco-friendly review of resumes.** No one can argue that this is anything but a positive move.
- **Technology might increase "generation loss,"** caused by technology barriers faced by some older workers as communication increasingly moves toward new media. In the UK, this is of great concern with a growing number of workers aged 60+ in the workforce and a recent directive by the UK government pushing the retirement age up to 66 as of 2019 and to 67 in 2026.

# LinkedIn

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## LinkedIn: THE NOW

- **LinkedIn is standard practice.** From being “the new” and “the next” just a short while ago, LinkedIn has rapidly evolved into an essential tool for job search and ongoing career management. More and more people are finding opportunities through LinkedIn as well as using its extensive tools to build online visibility and engage with network contacts. If a candidate is not on LinkedIn, the perception is that he or she “doesn’t exist,” and that sends a remarkably negative message.
- **Managing connections is complex.** Some career coaches are advocating that their clients become 500-plus connectors because they will get more exposure. However, ask yourself if this degrades the value of “well-vetted” connections. It’s a fine line to walk at this point in time, so we’ll have to see what changes over the next year or two.
- **The vetting process goes both ways.** Not only can employers check out candidates, candidates can check out employers. One career professional reported that a client turned down a job offer because he didn’t like what he saw when he investigated the prospective employer/manager on LinkedIn.
- **LinkedIn is underutilized for job searching.** Our role as career coaches and resume writers must be to teach clients to maximize LinkedIn for the job search. We must also stress that LinkedIn is not the same as the more casual Facebook and that job seekers need to maintain a professional profile and photo on LinkedIn.
- **New graduates are not embracing LinkedIn.** Despite being active on Facebook, only about 10% of college seniors are using LinkedIn. This is a concern because social networking technologies and LinkedIn in particular have moved beyond the early adopter stage for candidate marketing and are essential for a well-managed job-search campaign.
- **The LinkedIn profile needs to reflect the individual.** The all-important summary section should be written in the first (not third) person and give some insight into the individual’s personality and character as well as professional qualifications. Short, punchy stories that support the personal brand can help one profile (and one candidate) stand apart from others. Additional guidelines for creating powerful LinkedIn profiles:
  - *Include a professional headshot.*
  - *Emphasize keywords and specialties – both in the “Specialties” section and throughout the profile.*
  - *Include accomplishments.*
  - *Enrich the profile with recommendations, at least 5–8 and more if possible.*
  - *Carefully consider what confidential information should/should not be included on LinkedIn and the level of detail that is appropriate to publish in a public forum.*
  - *Adhere to corporate guidelines regarding social media; if these guidelines are prohibitive, personally brand an identity separate from company identity (and use personal email).*
  - *Use LinkedIn Groups and other forums as a visibility-builder and a resource for posting questions regarding specific jobs, professions, and companies.*

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## LinkedIn: THE NEW

- **New job-search service allows employers to post jobs and LinkedIn users to apply.** Instead of a resume, the LinkedIn profile becomes the submission document.
- **Employers increasingly are sourcing candidates using LinkedIn.** It offers a rich database with free or low-cost means to identify and contact prime candidates. A quick keyword search and a recruiter can easily identify qualified candidates.

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## LinkedIn: THE NEXT

- **Will Facebook replace LinkedIn?** One reason this might occur is that LinkedIn doesn't have the ability to easily post audio and video, whereas Facebook already accommodates these platforms. As the world becomes increasingly accustomed to multimedia experiences, LinkedIn could lose appeal unless it adds this capability. Many anticipate that this is a key priority for LinkedIn.
- **Will LinkedIn replace the resume?** Most career professionals think not. Rather, LinkedIn is part of an integrated campaign, working hand-in-hand with a resume that still offers much more flexibility in presenting content (no maximum character counts, no predetermined chronology or format). Yet LinkedIn offers rich material – such as a branded and targeted profile and multiple recommendations – that can augment the resume and create a powerful partnership of material.
- **LinkedIn alumni groups become a target of recruiters.** We expect to see the steady addition of new features similar to “Signal” that allow more granular networking by industry and job title.

# Job Search

## Traditional Job Search | Job Boards and Online Job Search

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### Traditional Job Search: THE NOW

- **There is a level playing field across towns and cities of all sizes.** Career professionals noted that small town clients are not disadvantaged – they play in a “small pond” but have fewer competitors. The relative jobs-to-applicants ratio is the same as in larger metro areas, and with more companies seeking local candidates and/or not funding relocations, nearby candidates have an edge in many searches.
- **Memberships boost visibility.** From college students to senior executives, membership in appropriate professional organizations is of value – for building a network, establishing expertise, and demonstrating up-to-date knowledge of one’s professional field. LinkedIn Groups are an excellent source for virtual organizations. Executive search firms regularly use conference attendee lists, organizational rosters, professional awards, and other activities related to professional associations as prime material for sourcing potential candidates.
- **Follow-up is essential.** Up to 40% of job seekers who follow up after sending a resume to a hiring manager secure an interview!
- **Challenges for career professionals multiply.** Career coaches, career counselors, resume writers, and other career professionals need to know their boundaries and what they can and can’t do for clients. For example, for clients who are chronically unemployed/underemployed or not ready for a job search, recommend professional help (e.g., psychologist) before they resume their job search.

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### Traditional Job Search: THE NEW

- **New models emerge for campus career centers to provide services to students and alumni.** In addition to the explosion of online career information, tools, technologies, and resources that require constant attention to stay up to speed, colleges and universities also face budget and staffing constraints that limit the extent of services they can provide. Some are looking to external career professionals through partnering and outsourcing relationships to increase the depth and breadth of services. One college recently divided its career center into groups, with the external resource focusing on employer-related activities (job fairs) and the internal resource working with students individually.



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## Job Boards and Online Job Search: THE NOW

- **Job-search aggregators help job seekers manage the proliferation of postings.** Free aggregators such as Indeed.com and SimplyHired.com are widely used, and new players entering the market include paid subscription sites such as Hound.
- **Just-in-time job postings are increasing on Twitter.** Fairly high-level jobs are being announced exclusively on Twitter and getting filled rapidly.
- **Traditional job boards (Monster, CareerBuilder, TheLadders, etc.) can be value-adds.** When job seekers use these large job boards, in combination with other job-search tactics, they position themselves for a vast number of potential opportunities.
- **For executives, subscription-based executive-only sites can be of value.** BlueSteps, Netshare, RiteSite, and ExecuNet are viewed as some of the premier executive sites.
- **Corporate sites rise in importance.** In addition to the employment page on a corporate website, companies are seeing tremendous value in the strategic use of LinkedIn and Facebook corporate pages – and find that these pages often outrank their traditional job boards. HR and other company representatives are finding creative ways to build a company’s brand, engage in intelligent conversations, and attract employees without having to actually advertise jobs.

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## Job Boards and Online Job Search: THE NEW

- **New players emerge.** Top job boards and aggregators expand beyond Indeed.com and SimplyHired.com to include Startwire, go2worksource.com, resumebear, and local unemployment office websites. Linkup.com (US; www.Canada.linkup.com is its Canadian equivalent) is a fast-growing aggregate and job-search engine that captures info from corporate websites and recruiters (not from “pay-to-post” job boards).
- **Job boards go the specialist route.** With the rise in the use of job boards, employers are increasingly using specialist boards that are more specific to career areas and cheaper for advertisers. At the same time, job seekers using the specialist boards are often more successful in their search than those using only the large job boards and job board aggregator sites. Generally, the more focused the job search, the better the results.
- **Data mining enters the world of online search.** Companies are hiring firms to mine data that is available online for candidates under consideration – and companies are making hiring decisions on that information (even though it is not always accurate).
- **Facebook and Twitter emerge as serious job-search contenders.** These highly used social media foster referrals and contacts and provide a free or low-cost venue for job postings. Innovative companies are using Facebook and Twitter to build conversations, engage consumers and future employees, and foster a company image of transparency.



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## Job Boards and Online Job Search: THE NEXT

- **Google+ is a new tool.** Although still in its infancy, and some say already declining, Google+ is being used increasingly by recruiters and corporate HR as they strive to be active on multiple platforms to find the best candidates. At the same time, job seekers are using it to expand their web of contacts to identify new opportunities.
- **Social media tools for job search will continue to expand.** We will see a growing use of Facebook with its add-on applications and Twitter with aggregator sites such as [TwitJobSearch \(www.twitjobsearch.com\)](http://www.twitjobsearch.com).
- **Organizations are becoming more transparent.** According to economist and social thinker Jeremy Rifkin, the “third industrial revolution” is about lateral power. As this concept touches the workplace, people are becoming more collaborative and transparent from the top down. Organizations will be changing to a more lateral structure and collaborative business practices. This affects everything from recruiting practices to hiring trends as companies will value collaboration even above teamwork and innovation.

# Networking

## Traditional Networking | Online Social Networking

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### Traditional Networking: THE NOW

- **Job fairs can be a good networking opportunity**, especially if job seekers can get a personal introduction to a target contact. A good strategy is to start at the back of the room and work forward, while everyone else waits in long lines at the front of the room.
- **Alumni are a highly valuable networking resource**. Alumni networks and contacts are often overlooked but should be used wisely throughout all phases of job search and lifelong career management.
- **Busy professionals lack time for networking**. Long hours spent at work reduce the amount of time available for traditional activities such as after-work social hours, community events, and professional meetings that help build professional networks. The time needed to do one's current job prevents networking for the next job, but it's essential that job seekers find some time to dedicate to this all-important task.
- **Communication skills are critical**. For effective networking, job seekers and all professionals need a good elevator speech, good conversational skills, and the ability to be genuinely engaging. These interpersonal skills will yield success at business networking events, social events, and even in online conversations.
- **All kinds of connections are important**. Most job seekers focus on tight connections, but the weaker links (as explained in sociologist Mark Granovetter's theory of weak ties) often produce the job results.
- **Informal social and professional networking groups can be effective**. Younger professionals are meeting more frequently in informal meet-ups. Organizational tools such as meetup.com allow people to remain in contact with like-minded people and to get group and individual support, ideas, leads, and referrals.

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### Traditional Networking: THE NEW

- **Professionally led job clubs and networking groups provide ongoing support for job seekers**. Instead of or in addition to a one-on-one relationship with a coach, job seekers are finding increasing opportunities to stay in touch and gain ongoing advice through a job club led by a career professional. Other members – also in a job search – provide support and ideas as well.

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### Traditional Networking: THE NEXT

- **Networking becomes an integral part of work life**. It may no longer be an outside-of-work activity.
- **Electronic and face-to-face networking will continue**. Both offer unique value and benefits for active and passive job seekers.



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## Online Social Networking: THE NOW

- **Social media make it easier to find like-minded groups.** People in these groups become your natural network contacts since you share a common passion such as music or gardening, as opposed to groupings such as demographics or profession. In networks, diversity is more important than sheer numbers.
- **Concerns about online networking remain.** Despite its growing popularity and image as a “must” for professionals, there is still resistance to using LinkedIn by some job seekers who are unwilling to be perceived as “on the market” or identified as unemployed or underemployed. Other concerns relate to privacy, identity theft, and age or race discrimination that may result from publishing a photo.

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## Online Social Networking: THE NEW

- **Work alumni networks are growing, fostered by LinkedIn.** Affinity groups exist for current and prior employees of large companies such as PriceWaterhouseCoopers, Ernst & Young, and GE. The ulterior motive is to keep former employees “in the fold” so they can become clients and referral sources for new employees and new business opportunities. Such groups can also be an effective branding move for the company.

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## Online Social Networking: THE NEXT

- **Will LinkedIn remain viable?** As Facebook and Google+ add features and functionality and Twitter continues to grow in popularity and usefulness, LinkedIn may become obsolete. However, most who participated in Global Career Brainstorming Day believe that LinkedIn will advance its technological capabilities and retain its market leadership.
- **Will Facebook fade away?** With 800 million users and breaking news that Facebook is going public, the dominant social networking site is not going to disappear anytime soon. Millennials use it constantly. It would be smart for Facebook to expand and adapt its capabilities to address users’ job needs. Some envision Google+ as the eventual replacement for Facebook, and we’ll watch over the next few years to see how things unfold.
- **Personal and professional life overlap in cyberspace.** There is an increasingly fine line between Facebook and LinkedIn. People of all ages – but especially Millennials and other emerging generations – draw fewer distinctions between what’s personal and what’s professional as they are viewed online.

# Recruitment and Hiring

## Recruitment | Employee Screening and Hiring

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### Recruitment: THE NOW

- **Transparency and the use of social media impact recruitment.** Employer evaluation sites such as <http://www.glassdoor.com> grow in popularity as job seekers (even in a difficult economy) seek to join the right employer with the right culture.
- **Employers are looking for a greater cultural fit from employees.** It is becoming increasingly important for candidates to research potential employers and to be able to answer the question, “Why do you want to work for us?”
- **Recruiter campaigns (email blasts) become less common.** Although some candidates still choose to send their resume to hundreds of recruiters via email – and in the UK this strategy is relied on quite heavily – the typical lack of results is causing it to fall from favor. Ultimately, developing relationships with recruiters is the best strategy and might be combined with selected distribution to carefully targeted recruiters.
- **LinkedIn rises as a source for recruiter contacts.** LinkedIn Groups and recommendations can help job seekers identify recruiters who specialize in their field and allow them to connect directly with these specialists.
- **Recruiters report interesting information and statistics:**
  - *Most recruiters are navigating to LinkedIn, Facebook, Twitter, and Google+ to find personal information and candidates.*
  - *64% of companies surveyed by Jobvite expanded their search efforts on social media – specifically LinkedIn, Facebook, and Twitter.*
  - *Two-thirds of recruiters retrieve data from competitors.*
  - *More recruiters are using social media – from 68% in 2010 to 82% in 2011.*
  - *Percentage of recruiters using LinkedIn is in the high 80s ... 55% use Facebook ... 46% use Twitter ... smaller percentages use YouTube and blogs.*
  - *The cost of hiring fell in 2010 as 58% of those hired were sourced through social media (95% of those through LinkedIn). Video interviewing also reduces recruiting costs.*
- **Legal issues intrude on recruitment.** Three years ago the legal community was not concerned about social media. Now there is a growing awareness and practice in the legal profession of providing guidance and directives to HR departments regarding the dos and don'ts of recruitment. For example, photographs give attorneys pause because they can be the cause for charges of race or age discrimination.

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## Recruitment: THE NEW

- **The candidate experience rises in importance.** Forward-thinking companies are putting an applicant's positive recruitment experience at the heart of their large-scale recruitment processes, whether a job offer is extended or not. More candidate-focused recruitment helps protect and strengthen the company's brand, especially with the rise of social media.
- **Employers differentiate candidates using soft-skill areas.** Increasingly there is an emphasis on emotional intelligence and spiritual intelligence with assessment criteria embedded in the recruitment process. Some are emphasizing the use of tools such as strengths-based interviewing and using language aimed more personally at individuals.

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## Recruitment: THE NEXT

- **Career professionals master newer models of competency-based interviewing.** With proper preparation this form of interviewing can be "code broken," and it was suggested that this would become a growth area for career professionals.
- **Candidates lead the recruitment process.** Eric Kramer, in his book *Active Interviewing*, suggests an approach whereby candidates see recruitment as a sales process and interviewing is driven by a "sales proposal."
- **Company videos come into regular use as recruiting tools.** A growing trend in recruitment is employers and recruiters using video to set themselves apart as employers of choice and to support their employer branding. At a recent recruitment conference, this organization was mentioned as an example of what lies ahead for organizations that want to win the competition for high-quality staff:  
<http://www.castrecruitmentvideos.com/>.



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## Employee Screening and Hiring: THE NOW

- **The selection practice known as "top-grading" is waning.** For a while companies were able to hire only the cream of the crop, but now top talent is re-employed and hiring is more competitive, especially for jobs with highly sought-after skills.
- **In a tough economic climate like that which we are currently facing, the hiring process is slow.** Employers don't want to hire until it is absolutely necessary to fill a position.
- **The hiring process is more in-depth.** Contributing to the trend of slow hiring, companies are increasing the number of interviews to as many as 12 in some cases. Additionally, they are asking candidates to take career assessments and behavioral assessments as a standard part of the selection process.
- **Emphasis shifts from "we" to "I."** While teamwork remains important, collaboration is the new "gold standard" for choosing employees. Job seekers should use "I" and own their accomplishments rather than attributing them to the team. Older clients in particular tend to shy away from being "egocentric" and need to learn to showcase and comfortably speak about their own contributions and achievements.

- **Phone interviews increase in frequency.** In addition to the initial phone screening, telephone interviews are being used more often to cut costs and save time during the hiring process.
  - **Videoconferencing and Skype interviews are common at all levels.** Previously reserved for executives, these interviews are now being used for staff at all levels. Job seekers can shine in these interviews if they practice ahead of time and learn to project enthusiasm and stay engaged during the long-distance interview.
  - **Interview tools go digital.** WinTheView.com is just one of several powerful and in-depth interview preparation and presentation tools that help job seekers prepare and deliver their messages.
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## Employee Screening and Hiring: THE NEW

- **The cloud is becoming the norm for data storage.** Recruitment, hiring, and employee records are stored in the cloud, yet this raises numerous concerns about data security and privacy that will take a while to resolve.
  - **Cross-generational hiring means boomers may be interviewed/selected by those much younger.** No longer is the boss the oldest person in the room. Older applicants need to understand the culture of younger bosses – the difference in values, priorities, and role of technology in daily activities – and know the “language” of those in their 20s.
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## Employee Screening and Hiring: THE NEXT

- **Candidates vet companies.** Innovative thinker Seth Godin suggests that candidates should ask the hiring manager for references when interviewing – an example of a switch in the balance of power from employer to candidate. Even in a down economy, many candidates have become choosier about their jobs and employers. They better understand their value and want to find a position that is the right fit personally, professionally, and culturally.
- **Resumes take a back seat.** Automated systems may have been too successful in generating large numbers of candidates, so recruiters, HR professionals, and hiring managers are retreating to a re-emphasis on the personal connection. Whether or not this becomes the norm, job seekers who focus on networking, referrals, and personal connections will continue to enjoy advantages in the hiring process.

# Career Planning and Management

## Personal Branding | Assessments and Tools | Online Identity Management

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### Personal Branding: THE NOW

- **Branding has become more commonplace.** One example: KPMG now does assessments to determine the “brand fit” of candidates. Another example: More and more resume writers are using branding statements on resumes and other career marketing communications.
  - **Not all people are comfortable with the concept of branding.** This is most likely because they are unfamiliar or misinformed, sometimes thinking branding relates to products, not people. Resources are available to help career professionals and their clients better understand the concept. *Personal Branding for Dummies* was cited as a good generic resource, especially useful for college recruitment centers.
  - **Brand must be authentic, not gimmicky.** Brand must match image and talent.
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### Personal Branding: THE NEW

- **Design is important to branding.** “Brazen Careerist” Penelope Trunk talks about design being important to a career – how it looks and how it’s being presented. Career professionals have to help people design their careers around how they’re being perceived.
  - **Good branding is part of the job/career-search process, not just a catchy phrase.** The brand development process can help people find the spark that opens up their creativity. Understanding “what makes me different” is the key to brand identification.
  - **Good branding – translated into careful career search – equals job satisfaction.** Job seekers who stop and think about who they are and what they have to offer are much more effective in their job search and happier where they land. Brand clarity leads to professional fulfillment.
  - **Career management must incorporate branding in the process.** Documents must showcase who candidates are in a concise and powerful way. It is a crystallization of the message.
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### Personal Branding: THE NEXT

- **“Brand” is renamed as “focus.”** Such a change might help branding to gain wider acceptance and address the cultural issues of those who see results as group rather than individual efforts.
- **Personal branding is the new face of lifelong career management.** The new world of work is a world of self-employment – either literally or figuratively. People need to manage their careers and view themselves as independent entities, not affiliated with a “caretaker” employer. A clear focus on brand and value will help.
- **Career business plans are the new trend.** Similar to the way people work with a personal trainer to set and meet fitness goals, they may work with a coach to create and execute career business plans that will help them stay in the spotlight and engaged in fulfilling work.



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## Assessments and Tools: THE NOW

- **Assessments are in wide use.** Favorites used by career professionals include:
  - *MBTI*
  - *Strong Interest Inventory*
  - *DiSC* – behavioral-based assessment. Helps put skills in the right context so that clients view them from the right perspective.
  - *The Kolbe* – uncovers natural motivators to build a profile. Also offers a separate skills assessment tool.
  - *Career Success Discovery Cards* – identifies what people are good at and what they like to do.
  - *Career Architect* – set of cards with an interpretive guide; better suited for assessing higher level of skills.
  - *SIGI program* (SIGI3.org) – designed for community college students and adults. Comes up with a list of recommended occupations and offers a series of brainstorming activities.
  - *Discover by ACT* – three inventories (interests, abilities, and values) – expands findings into the role of work and abilities to research majors and careers.
- **The trend is toward newer tools and away from tried-and-true assessments.** Myers-Briggs and Strong are not being used as much anymore as newer and more modern tools are taking their place.
- **More and more companies are using assessment tools as part of the interview process.** Tools are used to measure core competencies and determine if there is a good match.

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## Assessments and Tools: THE NEW

- **Multiple assessments are used and are customized to each individual's needs.** Assessment findings provide hiring companies with critical information about each individual hire's professional qualifications and personal attributes.
- **Assessments continue to rise in their value.** The increase in use of assessments brings a more scientific approach to the art of hiring.

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## Assessments and Tools: THE NEXT

- **Multiple assessments are integrated into individual career planning within a company.** In addition, these new assessments are also incorporated into organizational development programs and initiatives.
- **Intuition and storytelling rise in importance.** Studies by the National Career Development Association reveal the value of intuition as well as more quantitative assessments. And as assessments come into heavy use, the interpretation of those assessments leads to each individual constructing career stories that encompass interests, skills, and values for greater clarity.





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## Online Identity Management: THE NOW

- **Facebook is of prominent concern when considering online identity.** This is especially true with the online behaviors that a great many post-secondary students and new grads display.
- **Eight out of 10 recruiters Google potential candidates.** What they find can steer them toward or away from that candidate. All job seekers should Google themselves on a regular basis to see what others are reading.
- **Name confusion can be a serious problem for job seekers.** A job seeker may run into difficulty if he or she has a common name or shares a name with a famous person, a criminal, or anyone who is prominently in the news. Services like Vizibility.com can help by “dictating” the search results that appear for a particular individual and help eliminate the program of “digital dittos.”
- **Reputation management services help individuals monitor and improve online identity.** Reputation.com and competitor companies can help individuals hide negative information and bring positive information to the top of search results.
- **Writing book reviews on Amazon is a great way to improve your online reputation.** Since Amazon ranks so highly with the search engines, writing book reviews and/or commenting on others’ is a great way to move positive information to the forefront when a recruiter or prospective employer Googles one of your clients.

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## Online Identity Management: THE NEW

- **QR (Quick Response) codes are beginning to come into vogue.** Currently seen in consumer and business advertising, QR codes offer job seekers a quick, easy, and inexpensive way to steer potential employers toward information that supports their personal brand and career qualifications. Currently QR codes are widely seen on networking/business cards but are starting to make their way onto resumes and other career marketing documents. They are viewed as more useful in high-tech/early-adoption fields. Recruiters who don’t like links in resumes probably won’t like QR codes, but that will change over time.

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## Online Identity Management: THE NEXT

- **Identity management becomes standard offering of career services.** Career professionals must arm clients to manage their online image and build a positive online presence. Given the lightning pace of technology development and adoption, career professionals will be valued for their expertise. Training and certifications in online identity already exist and it is anticipated that more will be offered.

# The New World of Work

## The Changing Employment Landscape | The Multigenerational Workplace | Employability Challenges | Rising and Falling Industries and Professions

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### The Changing Employment Landscape: THE NOW

- **Freelance/portfolio careers are the new normal.** Changes in the job market away from full-time to part-time and contract positions are forcing changes in the labor market. Approximately 25% of the American workforce works on a freelance basis now. In addition to freelancers, companies are hiring time-limited contractors for specific projects and assignments.
- **Gen-Yers/Millennials are comfortable with portable skills and no job security.** Whether seeking a freelance role or a full-time position, candidates should ask “What problems can I solve?,” not “What job can I get?”
- **Changes are forthcoming in the legal landscape.** In Massachusetts, there is a six-month limit on full-time contractor work, and this could have a damping effect on freelance/portfolio careers. Individuals are shifting their mindset about freelance careers, but too many organizations are still working within old paradigms.
- **Some see portable employment as a spur to innovation.** The era of the big corporation may be ending as younger, nimbler organizations are able to bring new ideas to market much more quickly.
- **New ventures are flourishing – but not generating new jobs.** Because of the small scale of most startups, the number of new jobs created is correspondingly small. However, it is important to note that 65% of new jobs are being created by small businesses (according to one of our attendees).
- **The economic environment is difficult for blue-collar workers.** The current recession plus the shift to an “innovation economy” is hardest on blue-collar workers and others who don’t necessarily want to be creative, entrepreneurial leaders, but simply want to continue to earn a living to support their families.
- **Humanities grads have an advantage:** These graduates are more self-sufficient and more independent. While humanities grads may face a tougher time in a tight employment market, long term they are viewed favorably by many employers who value critical thinking skills more than specific subject-matter knowledge.
- **College career services offices report underutilization by undergrads.** Despite the challenges faced by new grads in landing a job after graduation, many still do not take full advantage of their on-campus career services, for the following reasons:
  - *Many undergraduates and graduates view the employment situation as hopeless.*
  - *Some think they should know what they want to do and don’t need a career center.*
  - *Many new grads are retreating to their parents’ houses (and parents seem supportive of that trend) and therefore feel less urgency to find a job immediately upon graduation.*
  - *Some parents of new grads are engaging career coaches for their kids.*

- **Career centers are serving more/older alumni.** This trend can create challenges for career center staff, who are most accustomed to working with 20-year-olds and now must assist alumni of all ages and at all career stages. In a counter-trend, in response to budget restrictions, some schools are cutting back on providing long-term services to alumni.
- **The highest success rates are being experienced by business-school grads and others pursuing careers in finance, consulting, and other industries that do on-campus recruiting.** At least 50% aren't being helped because they aren't candidates for on-campus recruiters. Students must be "hire-ready."
- **Alumni are encouraged to network among fellow graduates.** Almost every school provides some kind of searchable online database of graduates. Even some large public high schools have such databases.
- **Retirement by baby boomers will create opportunities for others.** But retirement doesn't necessarily mean leaving the workforce; rather, it may involve changing careers or transitioning to part-time opportunities. Also, people are coming out of retirement to find post-retirement careers, further diminishing the number of opportunities normally created by a traditional retiring workforce.
- **Candidates must learn to market themselves for untraditional work opportunities.** Instead of seeking a full-time, permanent job, they should ask themselves, what is needed in today's world?
- **Job searches are negatively impacted by a candidate's lack of technical skills.** This limits internal and external opportunities. Job seekers must get on the right side of the digital divide.
- **Job seekers should capitalize on marketability of their life skills.** Two great examples of this are a candidate's multiple language fluency and social media savvy.
- **Entrepreneurial opportunities abound.** The Internet creates an excellent opportunity for lower-risk business startups. However, that kind of experience can later create challenges when conducting a more traditional job search.
- **Misunderstanding of portfolio careers exists.** From new graduates to mid-life career changers, some are confused about what is meant by portfolio careers. There could be the erroneous perception of "working two jobs and nights" as opposed to acknowledging the changing nature of employment and the exponential growth of part-time and contract-based opportunities.

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## The Changing Employment Landscape: THE NEW

- **Free-agency careers continue to grow.** HIRE magazine predicts that up to 50% of the workforce may be free agents by 2030. Freelancing and flexibility will increase.
- **Free-agency careers support the desire for more balance in work life, especially around childcare.** It was noted that graduates are equally looking for more balance alongside concerns about social and environmental responsibility. This is consistent with a shift away from women wanting/having "it all" and increasing concerns about family balance.
- **Healthcare issues affect employment trends.** One career professional wondered whether the new healthcare law has generated "brain drain," driving college graduates out of the state because small businesses are now required to provide healthcare coverage. Others projected that a comprehensive national healthcare plan would support the shift to freelance/portfolio careers because employees wouldn't have to stay with an employer just to get healthcare coverage.

- **Entrepreneurs are selling themselves via technology.** Specifically, this includes e-commerce and the increased use of social media such as Facebook pages, websites, Twitter, LinkedIn profiles, and online networking.
- **There is a new culture of independence.** Workers come and go, companies merge and split, and people become more creative in how they promote themselves (especially when freelancing). Big companies will branch out and people will move on to do their own thing.
- **Post-retirement candidates who cannot adapt/change will stay retired.** To remain a valuable part of today's dynamic workforce, all candidates must adapt to changes in technology, hiring and employment paradigms, and other things directly impacting how we all work.
- **Talent alignment is a new emphasis.** Employers are looking at retraining key employees to break the cycle of laying off current staff and then turning around and hiring new employees with specific skills.

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## The Changing Employment Landscape: THE NEXT

- **Investing in higher education/grad school may not be worthwhile.** A future consideration in the UK is that of the value in investing in higher education when general salary levels are low and graduate unemployment levels are high (27% of graduates still unemployed after three years). In the US, the trend is toward closely analyzing the payback of an educational investment and time commitment before moving ahead.
- **Increased international mobility is the norm.** As employment shifts toward regions and jobs that are in high demand, more and more individuals will have international work experience and be willing to relocate globally to find opportunities.
- **Research supports portfolio careers.** Researchers from Durham University recently stated that the portfolio career approach would be an important future step toward drawing interests together in employment.
- **Healthcare changes in the US affect employment.** Some career professionals foresee a huge exodus from organizations when healthcare policy gets resolved and people are free to move.
- **Post-retirement careers are on the rise due to a number of factors** – including senior debt load, longer lifespan, need to work, political and societal pressure for seniors to still participate in the workforce, and retirees needing activity and a sense of purpose.
- **“Hiring in the Cloud” is a new term that has arisen in an economy that is not good.** Companies are not hiring full-time employees. Rather, they are “hiring in the cloud,” using contractors through elance.com and other online and offline contracting companies.
- **Employees must self-promote their skills and talents to be seen as viable candidates for promotion or transition into other types of work within their current company.** When a job title is eliminated, the affected workers must be ready to fill new roles.
- **Individuals will have a global view of work and understand all the roles one individual can fill.** The worker's goal will not be lifetime employment, but lifetime employability. Individuals will constantly watch for signs of change, be prepared, and be willing to embrace it.
- **Skill levels will increase.** The expected average skill levels for employment in London is likely to rise from Level 1 (basic skills) to Level 4 (roughly high school diploma) by 2020. A question arose as to whether over-qualification is rising in the workforce, which is something that we must all watch over the coming years.

- **Loyalty among graduate employees is falling steeply.** Anecdotes indicate a mismatch for graduates between what they expect from work and what their prospective employers are willing or able to provide.
- **The rising burden of debt on graduates is a likely driver for a greater vocational focus by the graduate community.** The graduate population will fall as government policy shifts toward broader vocational routes to employment such as apprenticeships and structured work experience programs.
- **Students begin questioning the value of post-secondary education.** In response to doubt about whether a university education is the only path to a worthwhile career, the website <http://www.notgoingtouni.co.uk/> has become a major player in providing careers advice to school leavers. (Note: this is not a government-funded site but was started by a young entrepreneur dissatisfied with the career options presented to him.)
- **Interest in entrepreneurship grows.** The tight economy increases the “trust gap” between employer and employee with the outcome that employees begin to take more responsibility for their career.
- **Employees will change jobs more frequently.** It is expected that in the future upturn of the economy, many employees will look to change jobs more frequently, learning new skills with a view toward employability rather than commitment to employers.
- **The trend is toward more holistic career management – from the employer’s perspective.** It was suggested that the employment lifetime process will need to become more holistic to ensure continuity and stability of the workforce. For example, succession planning and talent management will need to become more integrated and career aspirations managed as part of the candidate appraisal processes.




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## The Multigenerational Workplace: THE NOW

- **There are four distinct generations in the workforce:** Silent, Boomer, GenX, and GenY (Millennials). Such diversity brings the need for training on how to work with and appreciate cross-generational teams and how to communicate and work with people of different generations.
- **Employers complain that GenX and GenY workers lack “soft” or “professional” skills when compared with their Boomer counterparts.** The younger workers strive for work-life balance (and they don’t need to be in the office) whereas Boomers strive for optimal in-office attendance.
- **Students face a difficult market, competing not only with peers from their own country, but with the growing influx of international students.** Often the work ethic and maturity of international students outpace those of Canadian and US new grads. In addition, many international students possess top-notch English language fluency skills that give them an even further advantage.
- **Younger generations have an entrepreneurial spirit** and have grown up in a culture where it’s relatively easy to launch a business on the Internet.
- **Diversity continues to be valued.** Age, cultural, and international diversity is becoming more and more desirable in the workplace.

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## The Multigenerational Workplace: THE NEW

- **Graduates compete with multiple levels.** No longer vying for jobs solely against their graduate counterparts, new grads may be competing against more mature Baby Boomers who are willing to take pay cuts just to remain in the community of employed.
- **Older workers fight ageism.** In the new world of online profiles, with photos everywhere, older workers find it increasingly more important to appear youthful. Hair dye, cosmetic surgery, and Photoshopping of photos become increasingly common.
- **GenX (born roughly 1965 to 1980) are very valuable because of scarcity.** Also known as the “baby bust,” this generation is the smallest in recent history.
- **Retiring Baby Boomers will eventually create major gaps in employment.** Employers may bring in foreign workers to fill the gap if the in-country workforce doesn’t maintain the lead in emerging professions and changing hiring dynamics.
- **GenY will take over and prompt a workplace shift to a top talent model.** With this change, work will become more project-specific and the workforce more transient.
- **Not only multigenerational, the workplace also becomes increasingly multicultural.** In turn, this will prompt a rise in orientation programs to prepare workers and the workforce for the new combined culture.

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## The Multigenerational Workplace: THE NEXT

- **More women move into higher positions** because younger generations have not grown up in a hierarchical culture that dictates gender-based roles.
- **GenY leapfrogs to leadership roles.** The relative scarcity of GenX workers, combined with the retirement of Baby Boomers, creates leadership gaps and provides opportunities for the next large generation, GenY (also known as Millennials), born roughly 1980 to 1995.
- **Workplace adapts to meet expectations of younger workers.** Flexibility, unstructured hours, part-time and shared positions, and other workplace innovations are on the rise to attract, engage, and retain workers.
- **Productivity supersedes loyalty.** Commitment to one employer goes by the wayside, but productivity is highly valued.
- **GenY is on the move.** The youngest generation of workers is characterized by a strong work ethic, extreme computer literacy, and very high expectations – perhaps unrealistically high. After the recession, GenY workers are quick to move to better opportunities.
- **Online education continues to evolve.** Online and for-profit educational providers have much lower graduation rates than traditional universities because they recruit on a vast scale and adopt a lower bar to entry. However, online education and other options will continue to grow in competition with ever-more-expensive traditional universities. Not only do they cost less, they offer more flexible educational options and address the needs of working adults.
- **Global recruiting emerges to attract the best candidates regardless of culture and location.** Tremendous opportunities exist within rapidly growing regions and countries such as India and China. What’s more, North American candidates may experience shock at facing stiff new competition from around the globe.

- **Community colleges and state schools are a good source of practical education and useful vocational certifications.** What's more, these institutions often have strong, student-focused career centers and partnerships with local employers. The FAFSA form (federal government form for financial aid) now includes helpful information for applicants about dropout and transfer rates at target schools.
- **Mentoring/leadership programs grow strong.** Team players of all generations and all cultures learn from the educated graduate and the experienced older worker. An additional need emerges for management training and leadership coaching to maximize the effectiveness of cross-generational teams.



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## Employability Challenges: THE NOW

- **The ongoing recession impacts employment, producing these trends:**
  - *More competition at lower-level jobs.* Job seekers are applying for lower-paying/lower-status jobs in an effort to find work after long periods of unemployment.
  - *Increasing competition from foreign workers,* most notably for jobs requiring specific skills or offering very low pay.
  - *Lack of relevant experience.* There is a growing trend for recent grads to take unpaid internships to gain experience.
  - *Underemployment.* Educated workers have taken jobs outside their areas of expertise, therefore making less money and usually experiencing less job satisfaction.
  - *Ageism.* Older workers may not be hired unless they can prove they are capable of keeping up and are up to date with current workplace practices and technologies.
- **Reinvention and transition are not new, but are growing.** Career professionals have always seen people who needed to reinvent themselves in the wake of the death of a dream. But the growing number of reinvention cases may correlate with broader shifts in the external environment.
- **Emphasis on positive opportunities.** Rather than seeing this changing landscape as overwhelming or problematic, some career coaches and counselors focus on the emergence of unexpected opportunities for helping people rediscover themselves and connect with what they really love.
- **Challenges with long-term unemployed may exceed the expertise of career professionals.** Job seekers facing issues such as depression and shame that accompany long-term unemployment may require assistance from qualified mental health professionals. Career professionals need to know when a client's needs exceed the scope of their services and, in turn, make the appropriate referrals.
- **Volunteer and part-time work can build valuable experience and open opportunities.** Although not a solution to unemployment, such experience can be extremely helpful in keeping the job seeker's "worker mindset," can add valuable content to the resume, and may lead to a full-time opportunity.

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## Employability Challenges: THE NEW

- **Career transition becomes commonplace.** Job loss and job dissatisfaction prompt soul-searching that often leads individuals to pursue new lines of work. People are less willing to accept the pressure, long hours, and extensive travel that come with many executive positions and may consider teaching, consulting, and staff roles rather than senior leadership positions.
- **Life balance is a new objective.** Job seekers want jobs that allow for positive work-life balance. During unemployment they have reconnected with spouse, children, and community, and they want to be able to maintain those relationships after returning to work.
- **Talent match gets the job.** Skills and experience take a back seat to demonstrated talent and potential.
- **Continued extension of unemployment benefits sends a poor message.** It communicates that unemployment is expected to last at least a year and could be a permanent state.

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## Employability Challenges: THE NEXT

- **Individuals pursue passion rather than dollars** and will increasingly choose to do the work they enjoy rather than the work that pays the most.
- **Overqualified candidates abound.** Those who are successful at landing positions for which they are overqualified must be accessible, adaptable, flexible, have strong qualifications and experience, and send the message that they will continue to be top performers. Most important, they must communicate the message that they will not immediately leave when higher paying and/or more responsible jobs become available.
- **Boomers continue to need more technical training.** Employers may offer on-site training to keep up with technological changes and ensure their workforce has the skills to compete and win in their market.
- **A leadership shortage will become evident** as seasoned people begin to leave the workforce.
- **Expected trends include:**
  - *Expectation of uncertainty.*
  - *Focus on development of our natural resources and increasing emphasis on “going green.”*
  - *A more accessible, reachable, truly global labor market.*
  - *Impact on home community of foreign-trained workers remaining in other countries.*
  - *Study abroad with competitive schools rather than US schools.*
  - *Need to teach the local business culture and expected “soft skills.”*





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## Rising and Falling Industries and Professions: THE NOW

- **Established nations have a shortage of engineers.** Early adopters of the offshoring movement, these nations (such as Germany) may have discouraged their own citizens from pursuing careers that were felt to be in decline. They are attempting to reverse this trend by emphasizing engineering education.
  - **The IT sector is “fading into the sunset.”** One reason for the decline is that social media tools (such as smart phone apps) are evolving so fast that traditional IT skills, tools, and practices are becoming less important.
  - **Technology fields are growing in influence.** Specifically, these include software development, environmental services and products, safety, and data analysis/management.
  - **HR is on the rise.** Let go in the recession, now HR professionals are in demand as companies are looking at rewriting their HR policies and dealing with an increasingly global recruiting and employment environment.
  - **The service industry is becoming more automated.** In turn, there are fewer and fewer hiring opportunities.
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## Rising and Falling Industries and Professions: THE NEW

- **Companies have become risk-averse and are hiring slowly.** Understandably, this is a direct result from our slow emergence from the recession.
  - **Healthcare and senior care are growing fields.** Spin-off opportunities include elder care, companion services, and household services.
  - **Opportunities abound for employers to reap the transferable skills of workers in declining industries.** There are tens of thousands, perhaps hundreds of thousands, of talented workers ready and able to accept new positions. Companies simply need to open their doors.
  - **New training programs emerge** to meet the needs of the shifting employment landscape.
  - **“The trades” rise in importance and are seen as valuable, non-exportable job categories.** Technology affects even manual trades so education, on-the-job training, and apprenticeship programs rise in importance.
  - **Skill shortages grow.** This will be especially true in less densely populated regions.
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## Rising and Falling Industries and Professions: THE NEXT

- **Opportunities will abound in niche areas,** including:
  - *Building materials – reflecting new focus on “green” products and the increasing role of technology in construction and in living and working environments.*
  - *Green and environmental products – especially as funding and incentives for green product development reemerge following the recession.*
  - *Specialist/niche markets.*
  - *Technology-specific professions.*
- **Perception shifts regarding what is a “good job.”** The concept of lifetime employment is long gone, but we do not yet know what will emerge to take its place.
- **Governments and communities focus on creating and retaining jobs.** Job creation remains the mantra of politicians, and governments learn better ways to spur employment and retain good-paying jobs.

# Challenges and Opportunities for Career Professionals

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## Challenges and Opportunities for Career Professionals: THE NOW

- **Career professionals assist the long-term unemployed and give back to community.** Workshops and presentations as well as one-on-one support were mentioned as ways that career professionals assist the long-term unemployed and those who are financially challenged.
- **Career professionals face an increasing need to be specially certified.** Prospective clients see the professionalization of career services and increasingly view such services as an expected support during career transition. Career professionals who have specific certifications, stay current with social media and employment trends, and have strong professional networks position themselves as industry leaders.
- **Career professionals must stay educated and informed.** It is important for career professionals to attend conferences, stay current with the industry, pursue professional development, and use the most up-to-date tools and resources. If we tell our clients to keep current, we need to lead by example.
- **A digital media footprint is imperative.** Career professionals must be viewed as contemporary and as experts. Beyond a LinkedIn profile and a website, career professionals should strive to use brand-building tools such as Twitter and create online bios that include a value proposition.
- **Facebook is increasingly recommended as a visibility- and brand-building venue.** Facebook provides an enormous network and lends itself to connection opportunities. Facebook has the potential to be effective for data mining, and by using some of its special features (Branch Out and Be Known), participants can address some of the privacy issues that have been a concern.
- **Career professionals must guide clients in maximizing the power of LinkedIn.** Currently most job seekers simply copy their resumes to build their LinkedIn profiles.
- **Social media skills lag.** Neither career professionals nor job seekers are maximizing the potential of social media. As job seekers increasingly seek to plunge into social media and need guidance on what to do and how to do it, it becomes increasingly more important for career professionals to learn by doing and be able to advise their clients on the best strategies and tactics.

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## Challenges and Opportunities for Career Professionals: THE NEW

- **Creative solutions abound.** Using both traditional and new media, tools, and methods, career professionals devise unique ways to reach new clients and help more job seekers. Examples include webcasts, teleclasses, online videos, and group programs (live and virtual) that provide affordable services to many people at once.
- **Career professionals take the lead in educating job seekers on the value of social media.** This is true for both career transition and lifelong career management.

- **The professional landscape in the UK promises change.** There is a proposed regulation of the careers industry and a continuing “professionalization” emphasis by the UK government, which is looking to see the establishment of a self-regulating chartered body. The work in this area is spearheaded by the Careers Professional Alliance (CPA).
- **The careers industry faces increasing barriers to entry in the UK.** A huge reduction in publicly funded careers support will create a high cost to entry in terms of education while, at the same time, provide reduced salary levels and employment opportunities for individuals in the career professions.
- **College career centers are under increasing stress.** In the UK, schools and colleges face a requirement to provide careers support to their students with little funding or guidance on how best to undertake the provision. In North America, many college career centers are expected to do more – provide more services, help more students as well as alumni, and increase knowledge of emerging social media trends – while being allocated fewer resources.

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## Challenges and Opportunities for Career Professionals: THE NEXT

- **Increasingly, “cradle-to-grave” careers support will be provided by online tools and information.** Unfortunately, this will cause individuals to miss out on significant elements of employability and career options support.
- **Social media become even more personal and transparent.** Social media profiles will capture the person’s passion for what they love to do professionally. Profiles and postings will include emotion-packed stories about the individual.
- **Branding becomes imperative.** An individual’s brand must stay consistent and be cohesive throughout all social media and job-search documents and messages.
- **New ideas emerge to raise the profile and change the perception of career management.** One idea is to promote client “image makeovers” – both for documents (resume, LinkedIn profile, etc.) and for appearance.

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# LIST OF RESOURCES

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*NOTE: There are thousands of articles, books, websites, and other tools that we could recommend to our career colleagues. This list is limited exclusively to the books, articles, websites, job search tools, and other resources mentioned at the October 14, 2011, Global Career Brainstorming Day event. This list is not intended to be a comprehensive career resource guide.*

## **Websites, Blogs, and Other Online Resources**

- Recruiting Futurology Blog – Matt Alder ([www.recruitingfuture.com](http://www.recruitingfuture.com))
- Prospects Graduate Advice ([www.prospects.ac.uk](http://www.prospects.ac.uk))
- Careers in Theory – David Winter (<http://careersintheory.wordpress.com/>)
- Sirona Says – Andy Headworth (<http://blog.sironaconsulting.com/>)
- Career Thought Leaders (<http://www.careerthoughtleaders.com/>)
- Career Directors International (<http://www.careerdirectors.com/>)
- LinkedIn Career Coach Forum (<http://www.linkedin.com/groups?home=&gid=2664629>)
- Pathfinder Magazine (<http://www.pathfinderinternational.co.uk/>)
- Changing Careers Magazine (<http://www.balticpublications.com/>)
- Glassdoor.com – good for checking a company reputation as a place to work
- Other interesting resources for navigating and staying abreast of portfolio careers trend: zenhabits blog by Leo Babauta; and services like boldroad.com
- Ezine articles.com
- Free, live webinar for clients on LinkedIn about SEO: [www.leaderhelper.com](http://www.leaderhelper.com) – Go to resources. Also contains video plus PowerPoint presentation. Site is a bit dated, but it's free and it works.
- [www.businessmodelyou.com](http://www.businessmodelyou.com) due for publication at the beginning of 2012. Developed with collaboration from a community of about 350 members from around the world
- Infographic CVs and considered they may be able to create a compelling approach to marketing. Source: Caroline Tolon. Some of her MBA students applying for jobs in the arts field have used infographic CVs successfully. UK example: <http://wallblog.co.uk/2011/02/08/will-your-next-cv-be-an-infographic-infographic/>
- Toronto-based Video Bio ([www.videobio.ca](http://www.videobio.ca))
- C-Lance.com, cement jobs.com
- Corporatewartriors.com
- Videobio.com
- Vimeo.com
- Articlebase.com
- Indeed.com
- Startwire.com
- Simplyhired.com
- Linkedup.com
- Go2worksource.com

- Resumebear.com
- Manta.com
- Hoovers.com
- [www.twitjobsearch.com](http://www.twitjobsearch.com)
- Niche-ing; virtual assistants and marketing consultants
- Penelope Trunk
- Mojo40 (advice for everybody even though slanted toward over 40)
- Neuroscience research
- FastCompany and Inc., Fortune & WSJ still great
- Alexandra Levit regarding trends
- Boston Business Journal a great source (top companies lists, etc.)
- Mass Hi Tech
- Drive, Daniel Pink
- Career Thought Leaders blog
- *Book Yourself Solid*, Michael Port (good solid advice on building relationships)
- *Working Identity*, Herminia Ibarra (not a how-to, but stories and research)
- glassdoor.com...comments from people who have left a company, and real salaries
- <http://www.castrecruitmentvideos.com/>

## Books

- Portfolio Careers – Dr. Barrie Hopson
- It's Not What You Think – Chris Evans
- Age of Unreason – Charles Handy
- Ground of Your Own Choosing – Beverly Ryle
- Book Yourself Solid – Michael Port
- Working Identity – Herminia Ibarra
- Drive – Daniel Pink
- New Job Security – Pam Lassiter
- Active Interviewing – Eric Kramer
- Verbal Summary – Jerry Albright ([www.jerrytherecruiter.com](http://www.jerrytherecruiter.com))
- What Color Is Your Parachute – Richard Bolles
- 3rd Industrial Revolution – Jeremy Risken
- Now, Discover Your Strengths – Marcus Buckingham
- Strengths Finder 2.0 – Tom Rath
- Jilted Generation – Ed Howker and Shiv Malik
- Them and Us: Changing Britain – Why We Need a Fair Society – Will Hutton
- That Used to Be Us – Thomas Friedman

- Wendy Enelow's extensive work on keywords:  
[http://www.wendyenelow.com/cgi-bin/web\\_store/web\\_store.cgi?product=Keyword](http://www.wendyenelow.com/cgi-bin/web_store/web_store.cgi?product=Keyword)

### **Assessment Tools**

- AQR Mental Toughness (<http://www.aqr.co.uk/page/mentaltoughness>)
- Testing the Water – Self-employment test (<http://www.career-counselling-services.co.uk/workshops-for-organisations/testing-the-water.php>)

### **Resources Specific to the UK**

- <http://www.rec.uk.com/regions-sectors/regions>
- competitive graduate labour market: <http://www.meettherealme.co.uk/>
- [file://localhost/UK Recruiter/](file://localhost/UK%20Recruiter/) <http://www.ukrecruiter.co.uk>:
- The Institute of Recruiters ([www.theior.org.uk](http://www.theior.org.uk))
- The Association of Recruitment Consultancies <http://www.arc-org.net/>
- Recruitment and Employment Federation REC: <http://www.rec.uk.com/>
- <http://WikiJobs.co.uk>
- <http://www.goinglobal.com/>
- <http://www.prospects.ac.uk/>
- [http://www.prospects.ac.uk/working\\_abroad.htm](http://www.prospects.ac.uk/working_abroad.htm)
- <http://www.rec.uk.com/>
- <http://www.cipd.co.uk/>
- <http://jobs.adzuna.co.uk/>
- [www.Canada.linkup.com](http://www.Canada.linkup.com)