

GLOBAL 2014 CAREER BRAINSTORMING DAY

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Findings of 2014 Global Career Brainstorming Day: Trends for the New & the Next in Careers

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GLOBAL CAREER BRAINSTORMING DAY

Presented by the Career Thought Leaders Consortium

Friday, November 14, 2014

SUMMARY

We are proud to present the findings from our fifth annual Global Career Brainstorming Day, when more than 150 career professionals from the United States, Canada, Australia, Russia, Switzerland, and the United Kingdom gathered in 15 in-person and virtual events. Our objective was to brainstorm best practices, innovations, trends, new programs, new processes, and other observations that are currently impacting, and are projected to impact, global employment, job search, and career management.

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

The Career Thought Leaders Consortium and participants in Global Career Brainstorming Day 2014 are uniquely positioned to identify and employ the best trends in career management and job search to help their clients succeed in a challenging global employment market.

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Within each of the following categories and subcategories, two brainstorming questions were asked: What trends are 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 lifelong career management.

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CAREER MARKETING MESSAGES & DOCUMENTS

Resumes, Cover Letters, Social Media Profiles & Other Career Marketing Communications | Innovative Marketing Communications | Video Bios, Web Portfolios & Other Multimedia Tools

THE NEW:

Resumes, Cover Letters, Social Media Profiles & Other Career Marketing Communications

- **Resumes must be branded and consistent messaging applied across all job search messages and materials** (LinkedIn and other social media channels, cover letter, e-note, bio).
- **Branding statements deliver a value-add message.** These values-based mission statements are short (a dozen words or less) and are popular in Europe as well as the US.
- **Resume writing is storytelling.** Powerful resumes “connect the dots” for readers and may include testimonials or other unique information that supports the job seeker’s personal brand.
- **Resume content continues to tighten.** It must be short and snappy – and constructed with search engine optimization (SEO) in mind through the smart and strategic use of keywords.
- **Effective use of keywords remains essential.** Keywords must also be customized to very specific content of job announcements, where applicable.
- **Some report that an objective statement on a resume is “the new cover letter.”** Most still advocate the value of a differentiated qualifications profile or summary at the top of the resume rather than an objective which can appear dated.
- **Infographics are being used more frequently on resumes, leadership bios, one-page accomplishment statements, and mobile documents.** Hyperlinks, graphs, charts, and feature sections (i.e., project highlights) are also being used, adding visual content to help documents stand out.
- **To include mailing addresses or not?** While a trend continues to omit addresses from resumes, some employers (especially in local searches) tend to prefer inclusion. Career professionals are frequently omitting mailing addresses in electronic submissions but providing them for paper, in-person presentations.
- **Cover letters are most frequently emailed.** They are creative, but brief (about half a page or 150–200 words), allowing recruiters to read them on mobile devices. The email subject line should be used to capture the reader’s interest and encourage them to open and read the message.
- **“Snail mail” has not disappeared.** Because so few jobseekers send resumes/cover letters via the postal service, a candidate can really stand out. It is especially effective with hiring managers over 40 years of age.
- **Blue-collar workers are starting to recognize the need for strong career marketing materials.** They are seeking help from career professionals in greater numbers than in years past.
- **Having a LinkedIn profile is broadly accepted as networking tool.** Employers are less likely to be suspicious that employees are positioning themselves for a career move. However, some companies still control and monitor employee activity on LinkedIn.

- **Many people need assistance in leveraging LinkedIn, whether for knowledge exchange, networking, or job search.** They are unfamiliar with the robust features of the tool and career professionals have a great opportunity to provide fee-based assistance for incorporating content (videos, presentations, certifications, images) as well as writing strong profiles.
- **Job seekers are hiring career professionals to develop resumes and LinkedIn profiles concurrently.** They are also interested in receiving help in using the job-search and networking features of LinkedIn. Colleges are now doing more training for students in how to use LinkedIn.
- **LinkedIn profiles should be written in the first person.** A less formal, more story-telling style is used to create an engaging profile on this professional social media platform.
- **Companies are using recruiters less and turning to LinkedIn to source and vet candidates.** Candidates report securing interviews strictly from their LinkedIn profiles. Career professionals must understand how recruiters use LinkedIn. (See Resources section at the end of this document for training options.)
- **LinkedIn premium service appears to be of limited value to most.** It generally is more useful to human resource professionals and in certain business applications (recruiters).
- **Some companies filter candidates based on the number of connections they have on LinkedIn.** This is seen as being akin to buying a professional's Rolodex in an effort to get potential new customers.
- **As traditional job-search methods (including resume websites) become less effective,** job seekers are turning to new alternatives, especially LinkedIn, Facebook, Twitter, and other social media platforms.
- **Xing is an extensively used networking tool in Europe,** although more and more people are converting to LinkedIn.
- **Thank-you letters remain a powerful tool for job seekers, but relatively few are using them.** The overall consensus is that an emailed thank you is best because of its timeliness before decision-making occurs. Hand-written thank-you notes are favored by some career advisors.
- **Personal blogs continue to increase in popularity.** Blogs are an excellent way to share an individual's experience and increase their visibility and credibility within the job search market.

THE NEXT:

Resumes, Cover Letters, Social Media Profiles & Other Career Marketing Communications

- **LinkedIn replacing resumes?** Most don't believe LinkedIn will replace the resume; rather, there needs to be differentiation (but cohesion). Some do project that resumes will die, but most believe the resume to be a vital advance document or leave-behind (i.e., when social media got the candidate in the door initially).
- **Resumes are becoming more mobile; less paper.** Documents must be designed for reading on mobile devices and tablets. However, there is a resurgence in creativity now that applicant tracking system (ATS) technology has become less restrictive. It was noted that it can be difficult to find a creative design balance.
- **CVs will become more creative for those in creative fields and other specialty areas.** For others in more traditional professions, CVs will remain similar in structure and content.
- **Graphs and visual elements will continue to be used to enhance resume content.** We're seeing this trend now – on resumes, LinkedIn profiles, and other social media – and will continue to grow in popularity.
- **Social media is affecting resume content.** Taglines – from social media sites – that sell a candidate's value will become more popular on resumes themselves.

- **Keywords are viewed as important by most**, but some predict that in a few years, they won't matter because social hiring will be dominant. Note that Zappos already does social hiring today.
- **Identity theft concerns drive even greater elimination of home addresses.** Some predict use of only email and phone number and relying on LinkedIn as a primary way to protect personal information.
- **The one-page job proposal will replace (or augment) the resume.** This unique document is projected to grow in popularity as a way to garner attention and gain competitive distinction.
- **Resume content may evolve to address behavioral questions.** CAR (Challenge-Action-Result) and achievement statements could be altered to accomplish this and provide deeper, richer information.
- **Resume- and profile-writing competition may come from LinkedIn** as it seeks new revenue sources.
- **A divide may occur among career professionals who write resumes.** Providers who can deliver new options such as resume applications and content for smarter ATS may gain favor with job seekers over those who cannot provide those services.
- **More career professionals will coach (and charge) their clients on how to optimize their resumes for ATS and better use LinkedIn.** This trend is already emerging and will be in full force over the next few years.
- **Job seekers must be educated in the benefits of LinkedIn.** Career professionals agree that LinkedIn is not just for job search, but for personal branding and lifelong career building.
- **We foresee better integration with YouTube in LinkedIn's future.** In addition, we anticipate better visibility for group platform/interactions, more attractive ways to include content from other websites, subpages to allow for a more modular approach, ways to do more graphically with the profile content, and better design elements/fonts.
- **More recruiters expect people to reach out to them instead of just applying to a position.** This is an important change in the hiring process and will require that job seekers be educated in how to identify and contact the "right" recruiters.
- **Increase in "walled communities" (walled gardens) online translates to opportunities for career professionals.** Specifically, this will require teaching job seekers much more about the current and emerging technologies of career management.
- **Understanding of an organization's culture is important in crafting marketing messages.** Government employment will continue to be viewed as a stiffer and more traditional culture; .com companies as more casual and newer, more dynamic cultures.

THE NEW:

Innovative Career Marketing Communications

- **Career professionals are using the portfolio approach for career marketing documents.** This is especially true in technology and engineering fields (used most frequently at CIO, CTO, and product development leader levels). Complementing the resume, bio, LinkedIn, and cover letter might be a project highlights document, a problem-solutions-results page, and/or an "innovation" page.
- **More employers are asking for a 30-/60-/90-day plan** as part of a more thorough selection and new-hire process.
- **Concise handbills or networking briefs are being used**, particularly in networking environments.
- **Readability on mobile devices is increasingly important for all career marketing communications.**

THE NEXT:

Innovative Career Marketing Communications

- **Clients should explore if Instagram and/or Pinterest could be useful in differentiating themselves.**
- **New ATS will be fully integrated, merging keywords with searchable accomplishments in context.**
- **Career professionals will provide more content creation services to clients, especially with social media.** This could include creation of personal websites (showcasing client career and work product), video CVs, and web portfolios, and presents an opportunity for career practitioners with strong technology skills.
- **Electronic footprints will increasingly project candidate branding.**
- **Social media will drive new policies regarding privacy, EEO, and fair practices in hiring.**
- **Some predict career professionals will begin to offer licensed package deals (like Microsoft Office).** This could include an entire suite of career-related products and regular upgrades to keep their materials current.
- **Globally, LinkedIn will allow candidates to connect with employers for opportunities not necessarily available in the U.S.**

THE NEW:

Video Bios, Web Portfolios & Other Multimedia Tools

- **YouTube is changing the way we expect information to be delivered.** Despite EEOC discrimination concerns, people are hired on the strength of video interviews and recorded videos viewed on mobile devices.
- **Privacy versus promotion is a related concern.** More privacy is being encouraged, especially within the U.S. federal government. However, ways to increase visibility with video bios and web portfolios are being encouraged at the same time.
- **A well-done video resume can convey a candidate's personality and strengths.** However, there is still a lack of clarity on how to effectively use videos as well as ongoing concerns about fair labor and hiring practices.
- **Videos are not widely used in Europe with the exception of particular sectors (i.e., hospitality, which does rely on Skype).**
- **Use of Skype interviews has increased in many major industries and market sectors.**
- **Web portfolios create a gap between job seekers with resources and technology expertise and those without.** This presents an opportunity for career professionals to provide those services to individuals without the technological expertise.
- **Video bios are being used** more in the marketing and entertainment fields.
- **A new hybrid "bio flyer" document has emerged.** It contains the "best" elements of both a resume and a LinkedIn profile.
- **Job seekers are overwhelmed** by the vast amount of time it takes to build and sustain an online presence using all available – and appropriate – social media.
- **Mobile apps have become a hit among job seekers** who can easily manage their social media through mobile phone apps. In addition, many job boards now offer a mobile app version of their websites, clearly demonstrating that mobile is the future wave of technology.

- **The use of social media differs by age**, with Millennials moving away from email and Facebook towards chat, texting, and newer social media sites like Vine (<https://vine.co/>), Pinterest (<https://www.pinterest.com/>), and Instagram (<http://instagram.com/>).
- **Job seekers expect immediate responses** due to the consistent and instant nature of social media and media outlets. Recruiters and career coaches must set boundaries with their clients and the populations they serve.

THE NEXT:

Video Bios, Web Portfolios & Other Multimedia Tools

- **Candidate screening will be used increasingly in the application process.** Career professionals can offer instruction in the use of Skype, podcasts, YouTube, and Google Hangouts.
- **90-second videos with teasers may become popular** as more students use emerging vlogging technology.
- **Executive-level professionals may use a brochure-form resume with video.** Professionals will need to “show” examples of their accomplishments and results (i.e., LinkedIn, PDFs, videos) because employers want to better understand the job seeker’s abilities and “see” his/her personality.
- **YouTube will be the tool for Millennials** in presenting their brand. YouTube is also effective in marketing soft and hard skills for people with barriers or those in transition.
- **Job seekers should build a curated representation of experience and talent** for use in video and/or audio. Most important is to demonstrate how those skills can be beneficial to a targeted company.
- **Prospective employers will increasingly check visual elements to assess brand consistency.** Likewise, visual elements will become more prevalent in the initial stages of recruitment.
- **More companies and career professionals will be providing services to create video CVs.** That’s quite a leap in the presentation of CVs from their previously traditional style.
- **Mobile devices will continue to be used more than ever in job search** (89% of job seekers are using mobile, as reported to Glassdoor, May 2014). Some 45% of jobseekers report using their mobile device at least once a day specifically to search for jobs. Career professionals will need skills in coaching individuals to use mobile technology effectively and to produce content for new media and applications.
- **Recruiters are seeking tools that emphasize the candidate** and who they are/what their story is, and not just where they’ve been.
- **One-stop shops will emerge that help job seekers navigate all technologies.** This should be a significant boost to one-stops and to workforce development organizations.

JOB SEARCH

Online Job Search, Job Boards & Niche Sites | Networking – Traditional, Social & LinkedIn | How Employees Are Screened, Interviewed & Hired

THE NEW:

Online Job Search, Job Boards & Niche Job Sites

- **Online job search relies even more heavily on search engine optimization (SEO) and the strategic use of keywords.** Job postings and descriptions are very helpful in identifying keywords specific to different industries and professions.
- **Some career professionals encourage job seekers not to use job boards.** Niche job boards can provide value to job seekers; general boards have become flooded and less effective. The best option is to use boards to identify jobs; then, apply LinkedIn and other tools to network and make connections.
- **Searching employers' own websites for jobs is recommended.** If you have clients who know what companies that want to work for, have them visit the websites, identify the key decision-makers, and reach out directly.
- **More than ever before, job seekers must brand and position themselves to be found.** LinkedIn should now be a major component of that branding effort for every job seeker.
- **Demonstrating online job-search skills** can provide a boon for lower-level roles. People without those skills are faced with a real barrier today because so very much of job search is online.
- **Twitter is used by some for job searches as well as finding company information.** Don't discount the power of social media channels that you might not think valuable. They all are ... for the right job seeker and the right companies.
- **Twitter is increasingly being used by employers.** These companies set up special Twitter feeds for job opportunities (i.e., RBS, Deloitte, smaller companies).
- **Social media is great for gaining insights into a company's culture.** Social media is becoming a part of peoples' jobs where it never would have been in the past, and that's true for all levels – from entry to senior executive.
- **Some job seekers want employment specialists or coaches who will do matchmaking and apply to companies on their behalf.** This can be a lucrative business channel for coaches with the right skill sets and interest in offering this type of service.
- **Younger job seekers need to value and present their skills using technology** (i.e., social media, research, gaming) and not take these strengths for granted. The younger generation is bringing an entirely new portfolio of skills to the workplace and they need to showcase them proudly.
- **Business for recruiters is decreasing as companies search for and find candidates themselves.** Between LinkedIn's Corporate Recruiter function and all of the other digital technology tools available to them, companies can more closely target and manage their recruitment process internally.
- **Reference recruiting is becoming more popular.** Companies are placing a much greater emphasis on getting new employee referrals from existing employees by offering enhanced rewards when hires are made.
- **Job seekers are using online tracking applications to manage their job searches:** JibberJobber (<http://www.jibberjobber.com>), Startwire (<http://www.startwire.com/>), and Huntsy (<http://Huntsy.com>).

- **QR codes did not catch on.** Job seekers and employers alike are not using them in their job search or recruitment campaigns any longer.
- **Networking is still #1 for getting into a company** (as compared with online application). Many companies will run candidate resumes through ATS, but only as a secondary step for referred candidates.
- **Coaching job seekers to network is more crucial than ever before.** Most agree that the online application process doesn't often work, yet it feels safe to job seekers and creates the illusion of productivity. Instead, they must get out there and advance their candidacy through networking and contacts.
- **Informational interviews remain a great way to launch a job search.**
- **Job seekers must be reminded that job descriptions represent a "wish list" for employers.** Generally, selected candidates won't match 100%. They should be encouraged to apply if they meet 75%+ of the requested skills and experience.
- **Occupational questionnaires may be used as applications,** bringing a job seeker from a job site to a questionnaire to an application.
- **Some companies are establishing Meetup.com groups as a strategy for cultivating talent.** These are opportunities for professionals to market themselves and conduct informational interviews, and for companies to source consultants and find talent.
- **Career professionals discussed privacy concerns with obtaining and using client passwords** to complete tasks such as uploading a LinkedIn profile. As privacy touches every other industry, it is touching the careers industry as well.
- **All too many transitioning military personnel and other special populations of job seekers are only familiar with traditional job search methods.** They must be educated regarding social networks, online job search, and other current approaches in order to remain competitive in the job market.

THE NEXT:

Online Job Search, Job Boards & Niche Job Sites

- **Niche job boards will become more popular and offer a social media component** (such as Idealist.org which showcases a job seeker's personal brand). Finding and mobilizing these communities will benefit a person's career.
- **There will be an increased use of Google+** largely because recruiters and the technology sector have adopted it. It is valuable in terms of raising a job seeker's profile quickly by increasing Google rankings and SEO (yet not requiring permission to connect, unlike LinkedIn or Facebook). Google+ is reportedly bigger than LinkedIn with 600M+ users.
- **Some predict a more segmented market of recruitment will emerge.** Agencies will offer multi-tiered recruitment to meet all levels of company staffing and remain competitive in the marketplace.
- **The number of job search websites based on crowdsourcing will increase.** They will help employers to find specialists in new professions that are not included in traditional classifications.
- **Recruitment using social networks and mobile platforms will continue to rapidly develop.**
- **There will be an increased need for career planning to be infused into the education system and economy.** Many younger job seekers are frustrated because they were never taught to plan for a career or even to look for a job. This has been a long-standing problem, but trends indicate that more attention will finally be focused on serving students throughout all levels of the education system.

- **New forums may emerge where workers identify skill sets and attract employers.** This “reverse job fair” could prove to be a strong go-to-market strategy for professionals.
- **Mobile-driven job boards will grow.** Apps like nsphire (nsphire.com) and Switch (switchapp.com) will be the way people search for jobs. Both of these apps are like Tinder for jobs. Candidates select jobs they are interested in and hiring managers select candidates. When there is a match, the two are connected.
- **The perceived value of coaching, resume writing, and other professional career services is projected to increase.** The prediction is of critical importance to everyone in the careers industry, knowing that we will be able to reach out and help more job seekers find career success and fulfillment.

THE NEW:

Networking – Traditional, Social & LinkedIn

- **More and more people understand that 80%+ of jobs are found by networking.** You need to get to know the people in your neighborhood, church, synagogue, schools, associations, etc., as well as professional business contacts, colleagues, associates, educators, and others.
- **Clients want scripts and help role-playing** for what to say when making a connection to a stranger on LinkedIn. They need to be educated that networking is about building a long-term relationship; not immediately asking about a job.
- **There is an opportunity to coach clients on the deeper use of LinkedIn.** Most clients use LinkedIn only when they have the need or see jobs they’d like to apply for. It is critical that they understand the importance of networking to build the foundation for when they do need assistance and referrals during a job search campaign.
- **Job-search methodologies that are gaining followers include:** (1) reverse mentoring, where younger professionals are helping experienced professionals; (2) referrals; (3) the 5 O’Clock Club (<http://fiveoclockclub.com/>); and (4) The Two-hour Job Search by Steve Dalton (<http://2hourjobsearch.com/>).
- **Job seekers are finding that small groups help with providing support, guidance, and connections.** Two examples of these types of groups include FENG (for finance professionals) and MeetUp (<http://job-search.meetup.com/>).
- **Building a vibrant network should include:** (1) family and friends (25 of each); (2) former contacts (out of touch for 3+ years, 25 of these); and (3) social-business-academic contacts (vendors, customers, colleagues from academia; about 25 each of these). This brings most individuals up to at least 100 contacts on LinkedIn, creating the start of a good networking base.
- **Some career professionals recommend creating a LinkedIn banner to differentiate** (at premium price). Arguably this strategy can work as well for career professionals as for job seekers.
- **Networking tends to be more effective and authentic** through shared volunteer/work experiences than at superficial networking events.
- **Social media is crossing over into business building**, not just job searching. There is wide acceptance of LinkedIn and active use of most social media for a wide variety of professional purposes.
- **Continuous branding is an important trend to support networking and outreach.** Networking is ongoing. It does not stop with landing a job.

- **Being part of a community within LinkedIn supports networking and job search.** It is strongly recommended that individuals – whether active in job search or not – join relevant LinkedIn groups to build their connections and networking community.
- **Networking doesn't work for U.S. federal government jobs.** Job seekers must get through the gatekeeper in order to apply for federal opportunities.

THE NEXT:

Networking – Traditional, Social & LinkedIn

- **More career practitioners will provide a networking matchmaking service,** introducing their clients to others in the community who may help further their career.
- **As people take networking off-line, they will need coaching** on in-person networking, informational interviewing, and interpersonal skills (especially for Millennials who are used to email and texting so they can learn essential person-to-person soft communication and interpersonal skills).
- **Younger generations lack enthusiasm for LinkedIn.** When baby boomers retire, there will be a labor shortage and LinkedIn will become a “ghost town,” according to one prediction. In an employees’ market, there will be less of a need to have an online presence.
- **There will be an increase in the number of freelancers offering services.** Networks where people can find each other online are becoming a trend. In the future, more websites with reference services will appear (modeled after Angie’s List). Frustration levels caused by free access to individual profiles in social networks and other Internet resources will increase.
- **There will be an increasing growth of professional affinity groups** where networking leads to contract work. Social media will drive the construct and expansion of these groups into more specialized platforms, instead of Facebook, Twitter, or LinkedIn.
- **Some career professionals may begin to** accompany clients on networking events to demonstrate best practices and build their confidence (a high-touch service).

THE NEW:

How Employees Are Screened, Interviewed & Hired

- **Job seekers are enduring a more extensive interviewing process** especially with larger, more selective companies. It is anticipated that this trend will continue.
- **Prospective or probational employees are expected to** deliver presentations and perform trial work/projects/mini-internships before permanent hire.
- **Interviewing often includes “whiteboarding,”** where the job seeker performs on demand, solving a problem with several people observing so they can see the individual at work and understand how they work.
- **Employers are hungry for candidates with strong motivation, energy, enthusiasm, and optimism.** People who ache to do their best for their team and are passionate about what they do are highly desired.
- **HR professionals are now trying to do their best to combine the interests of the candidate and the company.** A trend is to identify potential and strengths of the candidate in the interview. It is believed that it is better to hire a person without specified experience and skills (but with the right attitude and loyalty to the company) rather than a professional with mismatched values (who may quit soon).

- **Job seekers working with external recruiters must see these recruiters as partners and be fully candid.** Internal recruiters, on the other hand, have the best interests of the company in mind and job seekers must fully understand this.
- **Technology is increasingly being used for interviews** (video screening vs. phone screening). Some of the most common technology tools are Skype, Google Hangouts, Join.Me, and FaceTime.
- **Many employers still very much favor phone interviews.** In some cases, that's the only kind of interviewing some companies do.
- **Employers are using social systems to comb employees' social media accounts.** This allows them to determine possible matches with open jobs and ask employees if they would recommend a particular individual for the open position.
- **Use of technology and social media provides an advantage to those who are using it.** People who have automation get information faster. As a result, those with better access, networks, and social connections will continue to succeed, leaving other qualified people behind.
- **Responses to behavioral questions are now being initially scanned by ATS** to match objective job criteria. Only those that pass are reviewed by humans to see applicants' responses to behavioral questions.
- **Psychiatrists now sometimes conduct personality assessments.** This is particularly true for jobs requiring access to highly confidential material.
- **The "hiring funnel" diagram** is useful to show clients just how competitive the job market is if they are responding to online postings. (Refer to the sample graphic in Resources at the end of this document.)
- **Companies use corporate Facebook pages to attract and engage with applicants.** This may present future competition with LinkedIn. However, some companies are leaving Facebook because they can't control the information displayed.
- **Companies value LinkedIn recommendations** over skills endorsements, which aren't verified.
- **Businesses are being urged to train employees rather than complaining about a skills gap.**

THE NEXT:

How Employees Are Screened, Interviewed & Hired

- **All the traditional methods of staff selection will change,** refocusing on values and strengths of the candidate rather than relying solely on the skills a prospective hire has.
- **Employer branding to attract new employees and fresh talent** will not be based just on salary provided, but on how the organization can support employees' values.
- **New alliances may form to support job seekers, hiring, and recruiting.** ATS doesn't always produce the best candidates, often screening out qualified individuals. Possible solutions include: (1) recruiters working with resume professionals to write job descriptions; (2) LinkedIn being used by companies in place of ATS systems; and (3) companies in the private sector creating a competency-based hiring process similar to that used by the U.S. federal government.
- **Some companies will create a comprehensive list of keywords** for recruiters and HR professionals to check off when they are writing job descriptions for open positions. Ideally, this list would be available to both job seekers and resume writers. As a result, both the recruiters and job seekers would be using the same language during the recruitment process.

- **Big recruitment boards may not be around much longer** because more companies are using their own recruitment sites to manage applicants. The big job boards will have to find alternative streams of income and services in order to remain robust and provide a valuable service.
- **Opportunities exist for career professionals to help employers learn the best strategies** for interviewing job seekers that ensures they get the precise talent they are seeking.
- **There will be more assessments and more personality testing used in candidate selection.** The more knowledge a company has about a prospective candidate, the stronger the hire will be.
- **Employers will gather and evaluate data from multiple resources** and use that information to create a professional's "profile" instead of requesting a resume.
- **Monster may become a competitor to LinkedIn** through their acquisition of Talentbin (<https://www.talentbin.com/>), a service that uses net-searching bots to build an automated profile of applicants.
- **Hiring managers will shift how they evaluate candidates,** using a process that puts candidates through steps that match the job need and hiring based on those results regardless of past experience.
- **Employers will hire contractors who already have an exit strategy in place.** They understand the employer's immediate need and how to support it and then quickly move on.
- **Candidates will be more honest** about wanting more quality of life situations.
- **Increasingly sophisticated systems will screen people out more quickly.**
- **Companies will embrace the importance of retaining talent by developing people.** Job seekers will be encouraged to create a situation plan (two years out), addressing the question, "What's next?"

CAREER PLANNING & MANAGEMENT

Personal Branding | Online Identity Management | Strategies for Workplace Success & Advancement

THE NEW:

Personal Branding

- **The branding statement has become common, even expected,** as we live in a branded world. A best practice is to ensure consistency of brand across all career communications.
- **Reputation management and personal branding are growing in importance.** Individuals need to be coached and asked such questions as: How do people remember you when you leave the room? How do you want to be remembered? Messaging in LinkedIn summaries and other tools must convey the multidimensional aspects of an individual, being more unique while showcasing talent.
- **YouTube provides an excellent platform for extensive, ongoing personal branding.** There is a growing number of three-minute videos on the Internet made by self-employed professionals and job seekers.
- **The brand of a specialist will be acknowledged only if it is supported by some evidence,** and it may change in accordance with professional development. In today's world of job search, "playing tricks" on the employer in the interview is much more difficult because many resumes/CVs and profiles can be easily seen and checked on the Internet. Creating and maintaining professional reputation is now at the forefront.
- **There are many agencies that combine corporate and personal branding.** Employees are taught to build their brand and behave properly in social networks.
- **As professionals retire they see the need for rebranding** and understand the processes that help them determine what their new brand should be.
- **Many individuals struggle with developing a brand** because of life transitions such as retirement or military separation. A large number of employees who tele-work are having a hard time defining a professional brand because of limited face time on the job with supervisors and colleagues.
- **Three questions to help job seekers develop brand:** What value do you provide? What industries and positions are you targeting? What sets you apart from the competition? The more specific the responses, the easier it is to define the brand.
- **Personal stories help get personal branding messages out there.** Assessments and 360-degree coaching are being used to tap into branding messages and perceptions.
- **Annual peer feedback is becoming "the new."** This information can be extremely valuable in both branding and long-term career direction.
- **The LinkedIn summary is all-powerful in allowing candidates to tell a story that is meaningful.**
- **Branded, well-amplified LinkedIn profiles attract potential employers.** They must go beyond the resume to show personality. Desirable items to add include recommendations, links to blogs, and links to PowerPoint and SlideShare presentations. Audio and video can be an enticing part of a brand.

THE NEXT:

Personal Branding

- **Branding will be taught at the high school and college levels.** This change will facilitate a leap forward in helping younger people identify their skills, occupational interests, unique characteristics, and other differentiators that will serve them well through their careers.
- **More awareness of need for a personal brand will increase demand for related services,** including video production. Depending on the generation/audience targeted, there will be different options.
- **More tools will be developed to help with transitions and to teach resilience.** An example is the book *How the World Sees You* by Sally Hogshead.
- **Intrapreneurship will become very popular** as professionals see the importance of creating their careers and mapping out their paths. This has been popularized by the Association for Talent Development. (<http://www.td.org/>)
- **Career professionals will offer entrepreneurial guidance to next-act professionals.** The costs of establishing a new business or new service offering are relatively minimal. Self-employment is rising, especially among those who are more seasoned and have not landed a new position following a layoff.
- **Diversity will play a large role in personal branding.** Resources and strategies will be needed to assist ex-convicts, the LGBTQ community, and persons with disabilities.

THE NEW:

Online Identity Management

- **Career professionals and candidates alike are leveraging the LinkedIn publish feature to post content.** This is one of the most valuable and visible ways to build an individual's online identity and get noticed.
- **Professional content is being uploaded by job seekers (and career professionals) as video on YouTube and other sites.** More employees write their own personal blogs on corporate websites.
- **Some believe there will be less dependence on social media like LinkedIn** and a return to "traditional" networking, citing "bad hires coming from LI algorithms" as the reason.
- **Younger workers are not afraid to share personal information on LinkedIn, Facebook, or Twitter.** Older professionals are learning to share more personal information on social media.
- **Job seekers must be trained on what to post on social media** when job searching, especially when discussing job loss and other negative employment experiences.
- **For job seekers with adverse situations** (i.e., criminal history), career professionals need to coach them in how to manage their online identity and push negative comments, postings, and listings down on the Internet. Volunteer work and support groups are recommended, as is avoiding industries where the situation will be more problematical. Internships in smaller companies can be sought.

THE NEXT:

Online Identity Management

- **Facebook may not be around forever.** Either the social media site will evolve or something bigger and better will emerge.

- **Companies that specialize in erasing digital history will become popular** as professionals attempt to manage their online identifies and erase negative content.
- **More personal information may help job seekers align faster with the right employers** instead of wasting time interviewing with employers that are not a good match.
- **There will still be a boundary line of what is acceptable to share** and what is not. Clarity around being genuine and not crossing the line of over-sharing will be redefined.
- **There will be increased tension** between the employer's bottom line and preferred fit and a job seeker's urgency in finding a job and the available talent.
- **Career providers will become more segmented** and no longer able to be neutral in supporting all types of clients (perhaps a move away from generalists).

THE NEW:

Strategies for Workplace Success & Advancement

- **Employees are demanding more flexibility**, driving growth in “flex jobs” at all levels.
- **An emerging trend within companies is sponsors who help employees advance.** Support and services include mentoring and helping individuals move up, getting individuals involved in high-visibility projects, facilitating connections with other employees, and other career-building activities.
- **More entrepreneurial endeavors are being created at companies to help employees form “tribes”** – communities that help employees find new opportunities and put their names forward.
- **For many, piecemeal project work will define their work histories going forward.** This is part of the larger trends for short-term positions, project work, flex-time, and other non-traditional workplace models.
- **Many companies have changed their style of career management**, now offering employees participation in special projects in addition to the main job requirements. It is believed that this keeps employees more engaged and, as such, may lead to longer tenures with the organization.
- **Staff optimization and downsizing is now in progress in many companies**, while career coaching appears rarely used. Companies are trying to save on many HR functions, including outplacement. Internal resources are being used to develop training programs for internal coaching.
- **How education fits in is shifting.** What will a degree be worth and will employers still see value in a bachelor's degree? Schools will have to position students for success with tangible returns on investment: networks, branding, and work options. Supply and demand will kick in or perhaps those with degrees will be paid less. It is possible that degrees won't matter at all in some professions. Some believe this will drive more individuals into entrepreneurship.
- **Employers will help top talent in developing career paths inside/outside the organization** and increase internal career-planning conversations. Progressive organizations are developing systems to help top performers identify skills they want to develop and connect how they want to contribute to the company.
- **Personal development is crucial to advancement** – where employees bring their brand to the table at the office.
- **Job seekers should volunteer to get ahead and be visible.** They should take on special projects outside the scope of their positions.

- **Candidates can't do it all alone.** Having a coach or mentor is beneficial for advancement and/or even getting a job. But career advancement is not cheap so individuals must be willing to invest in themselves.
- **Employee-shadowing programs are offered, but on a limited basis.** Liability concerns are the barrier. These tools tend to be most useful for students.
- **High school guidance counselors have little time for career guidance** (or may not be prepared to offer this or are too swamped with behavioral and discipline issues). Many tell students college is “mandatory” even when vocational paths may be more appropriate and offer comparable salaries.
- **Franchises are often overlooked as sources for career advancement.** Franchise consultants (i.e., www.frannet.com, <http://www.franchoice.com>) match qualified candidates with franchise opportunities. This service is free to candidates and is akin to executive coaching to help the would-be entrepreneur find the best options.
- **Job seekers should be encouraged to self-focus.** There are tools, games, and exercises that can help (i.e., www.happify.com).
- **Some job seekers are more sophisticated when it comes to assessment.** For example, they are asking for MBTI Form Q, a more nuanced report than the older Form M. Form Q provides graphs to give more finely tuned assessments.

THE NEXT:

Strategies for Workplace Success & Advancement

- **More companies will expect job seekers to have someone introducing them to the company.** A referral, someone who knows and trusts them, will be needed to bring them into the company. Zappos is one company that already uses the referral model as its primary source of new hires.
- **A strong trend is emerging for companies to look at measures of positivity** and tools will evolve to help with this process. For example, <http://www.beyondschool.com>, helps MBA students prepare by overcoming negative feelings and presumptions..
- **Companies will change how they build relationships with their staff** as economic conditions change. Big stakes will be placed on career projects given the high speed of business that managers must address. The project allows a team to quickly implement an idea and produce results. People will increasingly need to confirm confidence in the future and stability of the company. The role of the manager in staff development will increase. More attention will be paid to the younger generation and more training programs for management positions will open.
- **Temporary-to-permanent hiring is projected to be the next “big” thing.** This is a trend that many are already seeing and it will continue to grow exponentially.
- **There will be a split in professionals** between a pool of “golden” employees, who work for high-paying companies and are career fast-tracked, and others who are contractors or disposable. Future “golden” opportunities may become limited as companies have to move quickly.
- **Open courseware is the next thing.** Job seekers are advised to study and earn certifications where they are relevant to their subject matter in the workplace.
- **There is an educational evolution.** From schools without walls to online certified learning portfolios, candidates can build their own degrees or build a portfolio of certified skills rather than a degree. Edevate.us provides a transcript for all learning. Some predict that academic professionals’ careers are “dying in brick-and-mortar schools.”

- **Competency models for employees will be changing.** Three personal strengths will have most meaning for employers: 1) ability to take responsibility for working; 2) achievement of results; and 3) ability to reflect, when the employee needs to stop the working process and be able to comprehend working results.
- **Learning programs will become more individualized and more widely available; there will be huge growth in self-paced online learning.** Continuing education is essential to keep up with progress and support each person's level of professional skill.

CAREER COACHING & COUNSELING

Emerging Theories, Tools & Practices | Career Discovery & Exploration, Assessments & Other Tools | Long-Term Unemployed, Overqualified Candidates, Older Candidates & People with Barriers

THE NEW:

Emerging Theories, Tools & Practices

- **More people are freelancing**, piecing short-term or part-time gigs together, instead of working only one position for most of a lifetime. Career theories that assume employee longevity with a company and linear advancement are becoming outdated or already are.
- **Encore transition programs** help to prepare people for nonprofit and public service. These types of programs are growing rapidly in popularity to meet the changing employment landscape.
- **Applicants are looking for consulting services more than coaching.** They often lack knowledge of how to find new career opportunities and, therefore, need greater assistance from career coaches and counselors.
- **Career coaching has become globalized** and is practiced in countries around the world. Virtual coaching is widely accepted in the U.S. and Europe, whereas face-to-face is preferred in Asian cultures.
- **There are many new career certifications**, and new career professionals often have trouble selecting the best professional development opportunities. Job seekers are often challenged to understand the legitimacy of career credentials and identify the right type of provider to meet their needs.
- **Many coaches are creating online counseling tools** as supplements for people who cannot afford private coaching.
- **Companies are hiring more psychologists.** New theories are being introduced in neuroscience and brain-based approaches to career management.
- **There has been a rise in assessing emotional intelligence** as a key to workplace success and advancement.
- **Brain-based coaching is rising in popularity.** It is founded on science (emotional intelligence). Neuroscience continues to make its way into coaching. TED Talks (i.e., Amy Cuddy's on body language prior to an employment interview) reveal how important it is for coaches to understand the effects of the fight-flight response and how it can derail job seekers' ability to vision, make choices, stay focused, and be calm and creative when conducting a job search.
- **Narrative counseling allows adults to tell their story** and value their experience. It can set the perfect foundation for some interviews.
- **Assessment instruments are not effective for people with special needs.** Yet career counselors are urged to help special-needs clients join the workforce. In autism, for example, most of the work is based on treating children, not adults, which leaves career professionals without many resources.
- **The job search favors the extroverted and confident.** But our clients are often not in that group. Assessment tools may miss that point and may be discouraging. There may be a market for specialized assessment tools tailored to this population.

- **Career management is important even after being hired into a new job.** Many companies have poor or nonexistent career performance management systems.
- **ONET is recognized as an emerging tool in coaching.** This occupational outlook tool can be extremely valuable to both career professionals and job seekers alike.
- **Some colleges are requiring career coaching prior to graduation.** Career professionals consider this to be a remarkably valuable trend.
- **Tools that are being used more frequently by career practitioners include:** Schedule Once and other online schedulers; Evernote and other note-taking/organization apps; Infusionsoft, Salesforce, and other CRM/database management systems.

THE NEXT:

Emerging Theories, Tools & Practices

- **Adults will be required to be active in career planning** and will continue to work on career options. Careers will no longer be a one-point decision that is declared as a major in college.
- **New theories that work with the modern era need to be developed** considering longevity of employment is not guaranteed and advancement isn't always available.
- **Coaching may be headed toward a tiered-access system**, such as a premium or boutique model where clients are willing to pay more to have greater access.
- **Financial management will be interwoven into career planning and coaching** as job seekers are taught to examine lifestyle and career options. But coaches must be careful not to try to become “everything” to their clients. It is recommended that career practitioners focus on what they do best to provide optimum services.
- **Internships may become acceptable replacements for college experience** as many Gen Y high school graduates continue to question the benefits of a college education.
- **Job seekers will be taught to be entrepreneurial and not to select a single career path.** More people will have boutique careers and seek greater work-life balance. Education, work, and play will no longer be reflective of *The Three Boxes of Life* (by Dick Bolles), but more professionals will seek all three simultaneously.
- **Innovative technologies and assessments will be developed** to provide assistance with interviewing.
- **Educational institutions and career coaches** may screen professionals from pursuing careers that don't align with skills and abilities.
- **Career centers will merge with other university services.** This could include academic advising, alumni relations, and others.
- **Expansion of career coaching** includes helping clients become self-employed with career portfolios (as opposed to moving from job to job).
- **Technology will create devices for measuring mental state.** Similar to Fit-Bit in monitoring physical status, new devices will come to the market that will allow people to stay in a calm-connect-creativity state when networking and interviewing.
- **Career professionals will need to address stress that is possibly inevitable**, in part caused by the need to be constantly connected. The inability to connect can also be a stressor – this is being seen in France where, by law, employees can't do work emails after 5.30 p.m.

- **Clients are using text messaging to communicate with career coaches.** Coaches will have to set boundaries and make channels of communication clear in client agreements.

THE NEW:

Career Discovery & Exploration, Assessments & Other Tools

- **Currently, companies are increasingly abandoning the performance review.** New technologies are being used to help employees construct their careers. Managers are more likely to create new career opportunities in the company that give employees choice and responsibility.
- **There is a move away from assessments to now “predicting”** competencies for employees.
- **Texting is overtaking email as a productivity tool.** However, many career professionals say that the “personal touch” is not dead, so emails, phone calls, and other one-on-one communication tools will still be important.
- **YouScience.com is emerging to be a robust system** that includes aptitude, skills, and interests so job seekers get a robust system tied to algorithms and employer needs. Other assessment tools include CareerCycles.com and MyInterviewCoach.com, along with many others.

THE NEXT:

Career Discovery & Exploration, Assessments & Other Tools

- **The trend of personal life strategy constructing will increase.** More and more, people will be exploring new opportunities and their own strengths.
- **Career professionals agree that more tools are needed that help assess grit, resilience, and attitude.** In addition, brain-based coaching and re-wiring the brain will be used in coaching to help job seekers make better decisions.
- **Tools that link organizational development and career planning** need to be developed to help both professionals and companies succeed and remain competitive.
- **Technology will be used to mine value and career paths from storytelling.** Job seekers will be able to simply explore skills and be practical in conveying their stories. As technology is enhanced, it will help job seekers more effectively communicate their value.

THE CHANGING GLOBAL EMPLOYMENT LANDSCAPE

The Changing Face of Jobs & the Diverse, Multigenerational Workforce | Industries & Professions on the Rise & In Decline

THE NEW:

The Changing Face of Jobs & the Diverse, Multigenerational Workforce

- **Workers are developing non-traditional work opportunities for themselves** in co-op/co-working/freelancing/start-up environments. By so doing, they are creating a community to network in, people to collaborate with, and colleagues to gain new ideas from.
- **Shorter periods of employment are more acceptable than in the past:** Contract work often turns into long-term; “temp” is not a four-letter, dirty word; many speculate that the four-year career term has arrived.
- **Jobs are becoming more project-based.** In the U.S., 48 of the 50 states have “at-will” employment.
- **Contract work and new business models** are pushing traditional workers out (i.e., Uber driver versus taxi driver).
- **There is no longer a career ladder,** now it is a career lattice. Increasingly, people have portfolio careers.
- **Companies are recruiting local people studying abroad** (e.g., London) to work back in their home culture (e.g., Africa). This is also being seen locally in Switzerland where companies discount applicants who live in towns only an hour away.
- **Organizations and networks are emerging to help people who’ve studied elsewhere transition back to their “home” culture.** This is critical to keep the pipeline of new talent developing in every nation.
- **The cost of sending employees abroad has skyrocketed.** This has led to a reduction in ex-patriate salaries and increased salaries for locals.
- **There are challenges crossing cultures in the recruitment process.** The complexities of culture-to-culture interaction can be significant. One example: If interviewing in Mexico, and wearing a wedding ring, it is most unusual to not discuss one’s family.
- **There is a tightening up globally** of ability to work internationally, especially early in careers. However, in general, career professionals are not seeing a reality of portable careers across international boundaries.
- **Work-life BLEND rather than BALANCE is the new normal.** Balance implies happy medium, but blend implies integrating the work/private life without a clearly defined working day.
- **There is still a culture of working longer hours in many organizations.** People working contracted hours are seen to be not as good as those who come early and stay late. But are the long-hours people really more productive?
- **People have become more interested in career options for their children.** There are many families moving to another city or country where a child has passed exams, gotten an internship, or started their career.
- **Disruptive technologies are changing jobs,** regardless of the industry. There are more “golden employees,” more contract work, and fewer permanent employment options.
- **Individuals will need multiple streams of income.** Career professionals need to prepare people to do this and support themselves by being a part of the contract workforce.

- **The long-term unemployed** must be flexible. They must adopt tools for today (i.e., smartphone, social media, Skype). They must describe their experience by depth, not years.
- **Old tools are not working for unemployed job seekers** because they typically don't address their issues (i.e., mental health, extreme fear, urgent need for money, family emergencies).
- **Long-term unemployed, older, and special needs clients continue to be underserved.** The jobs offered to these workers often don't provide an adequate wage. Note, however, that other career professionals reported that employers are turning more and more to people with disabilities in new ways to capitalize on their unique experiences and expertise.
- **Overqualified candidates must explain why** they are applying for a position for which they may be overqualified. They must capitalize on their know-how and knowledge; they must sell the value of what they bring; and they must make a case for why they are interested in this particular job. Simply "needing a job" isn't a compelling reason for hire.
- **Job seekers worry about recognition of qualifications and accreditations** gained in other countries. It is essential to help your clients learn how to explain the value of these credentials and their equivalency.
- **"Overqualified" job seekers struggle with the question of whether to "dumb down" their resumes.** There is no right or wrong answer as it depends entirely on that person and that situation.
- **Ambitious professionals are taking responsibility for becoming portable** and are seeking specific roles to gain specific experience for future career steps (e.g., working in U.K. to get good enough English language skills to work in different countries).
- **The younger generation is driving a change in the definition of what makes a good job:** Social life first, then scope of work, responsibility, and status – all ahead of money. There is a requirement for a lifestyle component in remuneration packages (i.e., ability to care for relatives, flexibility around hobbies). Employers need to offer responsibility and praise, which is more important than money to the 20–30 year old.
- **Attitudes about work are changing.** Gen Y is very open about personal lives, enmeshed with career life. Millennials are concerned with work/life balance. This can be challenging for older workers to understand.
- **There is an opportunity for corporate coaching** to maximize knowledge and experience among diverse and multigenerational employees in the workplace.
- **"Linkster"/The Facebook Generation and Millennials, used to texting and messaging, may need coaching/training on how to communicate effectively in the workplace,** including being softer in emails and building interpersonal skills. Recommended reading includes: *Generations, Inc.: From Boomers to Linksters – Managing the Friction Between Generations at Work* by Meagan Johnson and Larry Johnson.
- **Younger people may be "tech savvy," but they are not "career management" savvy.** That's an opportunity for those who work with younger generations. A great example is LinkedIn, a must-use job search tool, yet all too many college students still don't understand its power and value.
- **In the U.K., few students understand the need for a brand.** That's particularly true for students in technical and "soft" career fields. Note that leaders in the careers industry in the U.K., and other countries, are working to facilitate positive change by offering these essential services.
- **An emerging need is for companies to offer adult internships** for job seekers in transition mid-career.

THE NEXT:

The Changing Face of Jobs & the Diverse, Multigenerational Workforce

- **Age 50 will no longer mark the end of significance.** AARP's life re-imagined, a new spiral model of life, will be embraced.
- **Opportunities for older generation people and retirees will develop.** Companies will be inviting them as consultants and mentors, especially if they have good experience in the professional sphere.
- **Instead of encore careers,** retirees will instead think of creating a new identity or continuous evolution of career. Ageless aging and how we identify with age will evolve.
- **New methodologies will develop to help the unemployed.** Ofer Sharone's "*Flawless Self, Flawless System*" (MIT) proposes a theory shift to not blame yourself for being unemployed.
- **Career counselors will incorporate language that is not tied to class** but language that honors all people and classes.
- **Employers in some regions (e.g., Dubai) include the lifestyle component in their contracts,** allowing employees time for family, hobbies, or other out-of-work commitments.
- **Skilled contractors will have increased opportunities** along with the responsibility of learning to market, sell, negotiate, and manage work as a contractor.
- **Opportunities will increase for skilled laborers,** and training programs and trade schools will have a resurgence.
- **The workplace will continue to become more diverse and multigenerational,** causing employees to learn new strategies for collaboration and teamwork.
- **LGBTQ communities will continue to garner equality in the workplace.** Career coaches will need to have coaching strategies on "coming out" at work, building a professional brand as a transgendered person, and related issues.
- **Companies will seek to create 2-way mentorships in organizations with multigenerational teams.**

THE NEW:

Industries & Professions On the Rise & In Decline

- **The outplacement industry is changing.** Companies want to use more cost-effective methods such as virtual job search, groups, and video lessons, with only a small amount of personal attention.
- **Technology outplacement often offers flexible programs.** When clients get contract/freelance work, their outplacement file is suspended, then can be resumed when contract ends.
- **New professions on the rise include "Social Networks Marketer," "Networking Manager," and "Social Networks Content Manager."** Note that all of these job titles focus on providing services to help people construct/manage networks and build digital presence.
- **Business analysis certifications and training will continue to increase** and become important credentials for business professionals due to increasingly vast amounts of data.
- **Projected growth in health care jobs may be a myth.** In fact, many employers are switching staff from permanent to contract/part-time/on-call workers.

THE NEXT:

Industries & Professions On the Rise & In Decline

- **Specialized craft professionals will be in demand.** There is a craving for art and original ideas, often combined with technology.
- **New industries will be created because of societal, political, and economic shifts.** For example, a new healthcare industry is emerging because individuals need to manage their own healthcare coverage. Changes create the need for more advisors and specialists to help individuals navigate the complex healthcare landscape.
- **Virtual Assistants, Advisors, and Subject-Matter Experts will be some of the next growing jobs.** These individuals will be contracted to provide specific expertise on specific topics to help individuals and companies alike.
- **In the U.S., healthcare and its associated careers will continue to evolve as healthcare reform evolves.** Large insurance companies may be on the decline as a result.
- **Finance may be the latest profession to be sent offshore.** Companies can find professionals with good credentials in other countries at lower cost.
- **Companies will expect employees to know how to job search.** As a result, they will be less likely to spend five figures on outplacement.
- **In the U.S., unemployment trends will be driven by government regulation and legislation,** especially in industries affected by recent or pending major legislation (e.g., Affordable Care Act, immigration).
- **The future will bring some kind of combined buying power/pooling for contract workers.** These new tools and technologies might be similar to unions in their structure and organization.
- **The U.S. will shift to become more like Europe, where professionals do not talk immediately about work** and are not identified so strongly with their profession. Instead, purposeful experiences will grow and become how we define ourselves.

CHALLENGES FOR CAREER PROFESSIONALS

Industry Trends, Tools & Practices | Challenges for Our Industry

THE NEW:

Industry Trends, Tools & Practices

- **HootSuite is valuable tool for coordinating and scheduling social media messaging.** It is strongly recommended for all career practitioners as the tool of choice for efficient social media management.
- **Many people have actively started to write and post articles in social networks,** and by this means influence public opinion. Informal pages in social networks are more popular than official ones. In such cases, however, copyrights can be easily violated so pay attention to what you post online.
- **There is a much more positive outlook on coaching than five years ago.** Conversely, some report that the resume writing business is declining although that is not supported by other resume industry sources.
- **Resume writers are often the first career professionals a job seeker contacts.** Writers can be a referral source to additional expertise (i.e., coaching, interviewing training, networking) that their clients need.
- **Consumers are becoming more educated** about career counseling, coaching, and resume writing. As such, they're more savvy about who is a good provider and who is not.
- **There is a continued need for training on ATS** and how recruiters are using those systems to identify qualified candidates.
- **More people from academia are coming to conferences.** Some intend to transition to private practice, but others simply want to strengthen their overall knowledge and skills to better serve their specific populations.
- **Some believe that every career coach should have a coach!**

THE NEXT:

Industry Trends, Tools & Practices

- **We foresee a tendency to form closed communities.** There would be strong competition between career professionals despite the large size of the market and big need in career coaching services.
- **Career coaches should study LinkedIn shortcomings,** learn workarounds, and market that knowledge as a new source of revenue. This is, obviously, an ongoing process because LinkedIn is constantly changing.
- **Career professionals working with companies may be asked for guaranteed results before the start of a project.** If coaches do not know how to measure their success and articulate results and benefits of their work, companies may refuse to work with them.
- **Some see a growing expectation for "instant" services,** in line with the instant gratification expectation of our culture: on-demand entertainment and training, same-day or overnight product delivery. We live in a 24x7 world and clients may expect the same from us. Managing that expectation and meeting the demand for speed will be challenging for many in our industry.
- **Career professionals will continue to explore other avenues of income.** Examples include affiliate marketing (Amazon and other programs), partnerships with colleagues, sale of proprietary tools and products, and training specific to their expertise.

- **Is there a future for those who only write resumes?** There will be as long as resume writers can tell stories, convey value, and transmit brands powerfully. The format will change (online, video, mobile app, career portfolio), but the essential need is not projected to diminish.
- **There will be opportunities for partnerships between human resources and career services professionals** to streamline recruitment processes. Career professionals have pursued this relationships for years and, finally, human resources personnel are finally being receptive.
- **Career professionals will develop more formalized or centralized ways of providing services**, building a web of partners, collaborators, and referral sources.
- **Knowledge of multiple languages will become increasingly valuable for career professionals**, because the geography of our work is expanding, and more often we work with people from different countries.
- **Career professionals will seek certifications that add value and build skills**, not just “credential letters” and not just for money-making services. Knowledge that matters will be the new gold standard for those seeking training and certification.
- **Forward-thinking career professionals will look for opportunities to stay up to date with their skills and also to broaden their knowledge of the entire employment environment.** One example would be to attend conferences and events for recruiters (i.e., Recruiting Trends <http://www.recruitingtrends.com/>).
- **Baselines and standards may emerge** across our industry as its credibility and value continue to rise.

THE NEW:

Challenges for Our Industry

- **Confidentiality of client information is extremely important**, especially in the face of rising identity theft. Tell your clients how you will protect their information – before they ask.
- **Many career professionals need to master new skills to effectively market themselves and better serve their clients.** Profession-wide, we may need to develop better technical skills, master visual presentations, and develop high levels of creativity.
- **While a lot of information is available, knowing what’s most valuable and credible can be challenging** – for career services providers as well as the general population of job seekers.

THE NEXT:

Challenges for Our Industry

- **The next challenge may be shaping the professional path and development of career specialists according to unified standards.** Industry-wide standardization is becoming increasingly important as our industry continues to expand and diversify.
- **A large number of career professionals working internally in companies will emerge.** This will result in new opportunities for career professionals to expand their portfolio of services and change how they work.
- **Job seekers will increasingly seek free services**, in line with the trend of information that is widely and freely available online. Career professionals will need to learn how to be part of the online sharing community, while also setting boundaries and establishing the value of their (paid) services.

- **Career professionals are increasingly challenged by information overload.** Some may avoid communication, prefer to join closed communities, and don't pay attention to information that is supposed to be interesting to them. They simply cannot absorb all that lands in their inboxes.
- **Career professionals, take stock of your own practice.** Which capabilities do you lack? Invest only in certifications and training that will help you fill your capabilities gap.
- **The careers industry is too broad for practitioners to "specialize" in everything.** Play to your strengths and build career practices that will fulfill you – personally, professionally, and financially.

Recommended Resources

Consolidated List From 15 Brainstorming Day Events

- **1-Page Job Proposal** — <http://job.1-page.com/en-US/pages/home>
- **Article:** “The rise of the rude hiring manager” Anne Kreamer, <https://hbr.org/2014/11/the-rise-of-the-rude-hiring-manager/>
- **Article:** Zappos Hiring Strategy, Tony Hsieh <http://www.businessinsider.com/tony-hsieh-zappos-hiring-strategy-2013-11>
- **Assessments:**
 - DISC – Jane Rocqueplot. Profilingpro.com
 - Fascination Advantage assessment, a tool to help you determine your advantages and know how you communicate best. Sally Hogshead, creator. www.howtofascinate.com
 - Harvard Business School – Career Leader. <http://www.hbs.edu/mba/career-path/Pages/career-assessment.aspx>
 - SkillScan: <http://www.skillscan.com/counselors>
 - YouScience: <http://www.youscience.com/>
 - iStrong – based on results from the Strong Interest Inventory assessment. It presents results as General Themes and Specific Interests using 4-color graphics and provides hyperlinks to related O*NET occupations. <https://www.cpp.com/en/strongproducts.aspx?pc=166>
 - Kolbe A Index, <http://www.kolbe.com/assessments/kolbe-a-index/>
 - Strengthsfinder
 - 360 Reach
- **Books:**
 - *100 Conversations for Career Success* by Laura M. Labovich and Miriam Salpeter
 - *A Whole New Mind: Why Right-Brainers Will Rule the Future* by Daniel H. Pink
 - *Career Counseling* by Mark Savickas PhD. <http://www.apa.org/pubs/videos/4310737.aspx>
 - *Conversational Intelligence: How Great Leaders Build Trust & Get Extraordinary Results* by Judith Glaser
 - *Defining Decade* by Meg Joy – about how 20s are now a critical decade and predict a professional’s future
 - *Die Empty: Unleash Your Best Work Every Day* by [Todd Henry](http://www.toddenry.com)
 - *Groundswell, Expanded and Revised Edition: Winning in a World Transformed by Social Technologies* by Charlene Li and Josh Bernoff
 - *Hard Wiring Happiness* by Rick Hanson
 - *How the World Sees You* by Sally Hogshead
 - *How will you measure your life?* by [Clayton M. Christensen](http://www.claytonmchristensen.com) and [James Allworth](http://www.jamesallworth.com)
 - *Job Searching with Social Media for Dummies* by Joshua Waldman
 - *Knowledge Nomads and the Nervously Employed* by Rich Feller
 - *Life Reimagined: Discovering Your New Life Possibilities* by [Richard J. Leider](http://www.richardjleider.com) and Alan M. Webber

- *Love is the Killer App* by Tim Sanders – good guide to win business and influence friends.
- *Never Eat Alone, Expanded and Updated: And Other Secrets to Success, One Relationship at a Time* by Keith Ferrazzi and Tahl Raz
- *The 2-Hour Job Search: Using Technology to Get the Right Job Faster* by Steve Dalton
- *The 4-Hour Work Week* by Timothy Ferriss
- *Wired for Story: The Writer's Guide to Using Brain Science to Hook Readers from the Very First Sentence* by [Lisa Cron](#)
- *Write This Down, You'll Need it Later* by Joel Quass
- **Coach Certifications:**
 - Certified Brain-Based Success Coach offered by [The Academies](#)
 - Hudson Institute, Santa Barbara; Coaches Training Institute, San Rafael CA
- **Franchise Consultants:** www.frannet.com and <http://www.franchoice.com>
- **Hiring Funnel Diagram:** <http://www.sourcecon.com/news/2012/01/27/how-sourcing-fits-into-the-sales-funnel/>
- **Job Board Aggregator:** <http://careershift.com>
- **Keyword Resources:** [Tagcrowd.com](http://tagcrowd.com), [Wordle.net](http://wordle.net)
- **Newsletter and Blog:** [Ask the Headhunter](#), Nick A. Corcodilos
- **Online Image Management Tools:** <https://en.mention.com>, [Brandyourself.com](http://brandyourself.com), <https://about.me>
- **Online Profiles and Visual Resumes:** Candidates will have to enhance their online presence. These sites can help: [Talentral.com](http://talentral.com), workfolio.com, resumup.com, [VisualCV.com](http://visualcv.com), seemeCV.com
- **Resources:**
 - 5 O'Clock Club, <http://fiveoclockclub.com> (networking, tools, book series, membership plans); Hired! (40 hour do-it-yourself course, published by Pearson, currently being sold into universities)
 - Desire Map, Danielle LaPorte. <http://www.daniellelaporte.com/thedesiremap/#&slider1=3>
 - **Hired!** A 40 hour do it yourself course published by Pearson, soup to nuts – starts with exploration phase, uncovering hidden job market, comprehensive. Currently being sold into universities.
 - [Encore.org](http://encore.org), second acts for people 50+.
 - <http://feistysideoffifty.com/> for Baby Boomer Women
 - AARP's <http://lifereimagined.aarp.org/>
 - <http://www.themuse.com>, for younger adults and college students needing career advice
 - [Indeed.com](http://indeed.com) (job aggregator)
 - *Marketing Your Career Brand* by Michelle Carroll and Alan De Back <http://www.astd.org/Publications/TD-at-Work/2014/Marketing-Your-Career-Brand>.
- **Resume Writer Resources:** Bridget Weide Brooks, BeAResumeWriter.com.
- **Social Space for Tech Professionals:** [GitHub.com](http://github.com) – (recruiters are hanging out here)
- **Training Course:** FAVAR Method of LinkedIn Profile Writing – Dan Stiffler. <http://www.maxoutli.com>.
- **U.K. Resource:** Cambridge Network (most buoyant job market in the U.K.)

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