Findings of 2018 Career Jam:
Where Experts Forecast The New & The Next

Career Thought Leaders Consortium
www.careerthoughtleaders.com

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SUMMARY

We are proud to present the findings from our ninth annual Career Jam (formerly Global Career Brainstorming Day), when career professionals from the United States, Canada, Spain, Austria, and the United Kingdom gathered during 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 or projected to impact global employment, job search, and career management.

Events were hosted by a facilitator and recorded by a scribe. Post-event data was aggregated, evaluated, and is now presented in this document of critical findings and forecasts. Aligning with the theme of the Career Thought Leaders Consortium – Your Think Tank for The Now, The New & The Next in Careers – 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 Career Jam 2018 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.

EDITOR

Marie Zimenoff
CEO, Career Thought Leaders Consortium
marie@careerthoughtleaders.com

Facilitators: Lorraine Beaman, Deborah Burkholder, Michelle Carroll, Tanya Fite, Renee Green, Maike Hennig, Sarah Johnston, Lakeisha Mathews, Kris McGuigan, Valerie Rowles, Kimberly Schneiderman

Scribes: Rachel Clary, Dave Cordle, Louise Kursmark, Alissa Thornton, Tim Windhof, Ivy Wong, Marie Zimenoff

Career Thought Leaders Advisory Board: Susan Chritton, Michelle Carroll, Deb Dib, Maike Hennig, Jan Melnik, Ruth Winden

Thank you to the CTL Advisory Board, the facilitators, and scribes!
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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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Generations in the Workplace

THE NEW:

- Many professionals who are at traditional retirement age want to keep working. They are seeking roles with more flexibility.
- Candidates in the Boomer and X generations are seeking assistance with addressing gaps after caring for aging parents.
- Candidates in all generations are increasingly aware of and concerned about age discrimination. Discrimination against “older workers” is impacting workers more than 40 years old and younger workers often feel at a disadvantage because of generational stereotypes.
- Professionals are distinguishing between developmental issues – career issues that impact all generations when they are a certain age – and generational differences – forces that impact each generation differently. Developmental issues like unrealistic expectations of new graduates seem to persist throughout time whereas issues like technology addiction and technology-induced isolation are generational issues.
- Younger professionals are seeking different ways to obtain career services and other professional services. They crowdsource advice and recommendations for services. They are looking for mentors and coaching, but want it to look and feel different (not advice that mirrors parenting).

Solutions

- Career professionals are teaching older workers how to negotiate for increased flexibility. They are helping them create business cases for working part time, remotely, or in other flexible arrangements that are available to older workers who are increasingly comfortable with technology. They are emphasizing the experience of older workers who are being used as resources for training and leading others.
- Career professionals are coaching older workers to manager their mindset around age and ageism. Individuals need the skills to negotiate flexible work arrangements and work remotely, and career professionals noted that mindset is often more important to their success in attaining work.
- Companies are recruiting younger generations by outlining benefits of working for the company in job descriptions, going beyond the financial benefits. Generation Z and Millennials are looking for opportunities to work with collaborative teams, supportive organizations where they will get coaching, flexibility in their schedule, and enough compensation to pay off college debt.
- Career professionals are adapting service delivery to meet younger generations where they are, including texting, video coaching, and self-paced classes.

THE NEXT:

- Age will become less of a factor in the hiring process as the war for talent continues. Companies will be more likely to value the experience of older workers and more prepared to train younger workers. They will focus less on generations and yet use their knowledge of them to improve programs and recruitment.
- Company HR and talent development teams will create programs addressing factors that are important for fulfillment for all ages, including flexibility and autonomy, voice at work, progression opportunities, job security, fair pay, and working conditions.
• As coaching grows in importance within the manager/employee relationship, transition will become less stigmatized and networking will become even more important to access positions bosses know will be opening up as individuals seek other positions.

Opportunities
• Companies will create more succession programs specifically for Millennials to prepare and retain them for leadership positions.
• Professional bodies will do more to advocate for reducing age discrimination and do more to provide individuals of all ages with the skills they need for career mobility.

GIG ECONOMY

THE NEW:
• Many individuals are still reluctant to be part of the gig economy. Some feel the gig economy is marginalizing individuals, especially young people. Many individuals are still seeking full-time employment and struggling with the double standard of employers wanting to use more contract workers and being hesitant to hire job hoppers. New graduates are looking to avoid the gig economy and seek stability.
• Some individuals are choosing to participate in the gig economy after experiencing corporate downsizing and being impacted by repeated layoffs.
• Career professionals are seeing clients of all ages participating in the gig economy – whether by choice or out of necessity to fill gaps in employment or income.
• Individuals working side hustles are proud of projects and finding employers are not yet on board with a hybrid model of traditional and gig working. Many professionals struggle to share side hustles on resumes or profiles or omitting the additional work altogether as employer perception of this kind of work is still negative.
• Individuals are seeking gigs – paid or unpaid – where they can gain skills, oftentimes making lateral career moves as the corporate ladder has disappeared from most workplaces.
• Leaders within organizations are uniquely challenged today to manage change and adapt to quickly shifting models of work. Those who can maintain flexibility will be more successful as the gig economy grows.
• The gig economy is connected with some industries more than others. Contract work is common in the IT field. Those in the creative field are using online shops to build businesses.
• Job hopping is encouraged by current compensation and advancement models where upward mobility is limited and hoppers can make more money faster than waiting for promotions. It is becoming easier for people to move back into employed positions from the gig economy, especially young entrepreneurs.
• Companies are becoming more comfortable with “boomerang” employees who leave the company and then return after gaining new experience.
• There are increasing opportunities for international gigs in lower-cost countries.

Solutions
Career professionals are writing career marketing documents and profiles to tell the story of gig workers in the context of their next move. If clients are aiming for full-time work, they are emphasizing experience that shows that interest and commitment. If clients are promoting themselves as a contractor, they are sharing examples of project work, sometimes in a longer resume that resembles a portfolio or brochure. Career professionals are coaching those in transition that knowing and writing for the audience is critical.

Career professionals are guiding those who have been in the gig workforce to tell their stories, match their experience to requirements, and translate the stories into the future employer’s language.

Coaching and training programs are focusing on developing skills in negotiation. Many individuals lack the skills and confidence required to negotiate new work arrangements in their current company or during a transition. Programs are giving individuals the skills they need to negotiate salary and new ways of working.

THE NEXT:

Having a focused career direction and personal brand will become more important to avoid commoditization as individuals transition more frequently and seek to take on more flexible or contract-based work.

Strong networks, associations, and co-ops across industries and professions will become more important as individuals navigate transitions, require support for insurance and other benefits typically provided by full-time employment, and seek to build community outside of the traditional employment experience.

Combining traditional employment and gig work will continue to grow as a strategy for career satisfaction, career advancement, and financial security for all professionals.

Corporate job structures will shift with an increase of job sharing, flexible and remote working, conversion of full-time work into gigs and other changes that fit with the new way individuals of all ages want to work. The change from a psychological contract between employer and employee to a more collaborative relationship will continue.

Opportunities

Career professionals will help individuals pivot faster and communicate their value by understanding how to market different aspects of their background for specific opportunities.

Career professionals will need to blend expertise in career and business coaching to guide clients to success within the gig economy.

Special sections within resumes or other structures will evolve to share gig work within career marketing materials.

Companies will increase programs that encourage intrapreneurship to meet the development needs of individuals and the new employment models within organizations. Career professionals will help these individuals prepare for their next gig – to understand the skills needed and how to tell their story.

EDUCATION

THE NEW:
Career practitioners are seeing students and career changers start to consider how technology will shift their career in the future and seek to create educational plans that include future-thinking technology skills.

Companies are shifting away from requiring degrees to put more weight on skills. This idea is not widely held yet and depends on the candidate’s type of position and geographic location.

More career professionals are seeing individuals who are interested in apprenticeship types of positions. There is growing visibility around the need and benefits of jobs that require training outside of traditional bachelor’s degrees.

In Europe, the trend in apprenticeships is reversed as fewer young people and professionals are seeking apprenticeships and more are seeking 4-year degrees. These apprenticeships are now being filled largely by immigrants to the European countries.

Younger Millennials and Gen Z are learning in collaborative environments and do not find the workplace to be as supportive of this collaborative model. They are not prepared for the siloed, hierarchal workplace.

There is tension in higher education between job placement numbers and emphasizing happiness or fulfillment with work. More emphasis is being placed on wellbeing and companies are recognizing the importance of happiness at work, and yet most institutions are still measured by placement rates.

Solutions

Universities and other institutions are partnering with companies to offer technical training and courses for faculty, staff, and students. Technology courses and boot camps that provide “on-demand,” industry-specific training continue to be popular and offered by private entities and educational institutions.

Corporate HR and talent development teams are doing more onboarding and career development to help younger workers transition from education to the workplace.

Schools and other institutions are creating blended education programs that combine traditional education and technical training.

Career professionals are guiding clients in navigating the offerings of free online learning to research the organizations offering the education, determine what is the most useful way to spend their time, and achieve their career goals.

Professionals are attending bootcamps and certificate programs to bring credibility to their skillsets. Students seeking degrees are consider options carefully to make sure skills won’t be obsolete by the time they graduate.

Universities are creating diverse apprenticeship programs based on the German apprenticeship model. These include white-collar programs like insurance and marketing.

The public workforce system is emphasizing apprenticeships for professionals in the trades and for programs like medical assistant.

University of the Arts London has created a creative attributes framework outlining skills individuals need for career success, including enterprise, agility, proactivity, communication, connectivity, storytelling, curiosity, self-efficacy, and resilience.

THE NEXT:

Education in new technologies like AI will become increasingly important for career success. Professionals who embrace and seek out opportunities to learn about technologies will have a competitive advantage and more opportunities as technology increases in the workplace.
• Apprenticeships and quick re-education programs to fill gaps – especially in the trades – will continue to grow. There will continue to be government-level policy and funding to encourage these programs in the US, UK, and Australia.

• Curriculum in high schools and higher education will adapt to include more real-life experiences and integrate career services.

• Universities will place more emphasis on helping young people understand who they are and find careers where they can feel fulfilled. More tangible definitions of fulfillment will redefine success in education and career. Young people will learn how to make meaning instead of looking for it and know how to integrate their personal and professional. Mindfulness will be incorporated into educational settings.

Opportunities

• Career professionals – those working in K–12, colleges, and private practice – will find ways to communicate the value of apprenticeships to clients and help them reap the benefits of these positions and the training programs growing to fill the gaps.

• Career professionals will coach individuals to “bring themselves to work” and advocate for the importance of meaningful work as more links are drawn between wellbeing, self-esteem, and fulfillment in work or career.

ARTIFICIAL INTELLIGENCE (AI), MACHINE LEARNING & OTHER TECHNOLOGY

THE NEW:

• Job seekers are increasingly aware and wary of technology in the hiring process, especially applicant tracking systems that are parsing resumes. The concepts of data protection and privacy are of growing importance to professionals, especially in Europe. Some age groups seem to be more wary of privacy issues than others.

• Career professionals in Europe have adjusted their marketing and customer management practices to comply with GDPR. Many professionals in the US have also come into compliance with the regulation as they do business globally.

• Use of video interviewing is increasing and evolving to include more advanced technology, including using facial recognition, analyzing tone of voice, and reading body language. Many of these interviews are self-videos (not live with interviewers) and many live video interviews require a presentation. Candidates are seeking more assistance to prepare for video interviews and virtual presentations.

• As technology infiltrates more of the recruiting process, candidates are feeling less valued and frustrated with the process being less personal and seemingly more difficult to connect with a person.

• Artificial intelligence (AI) and other technologies in the hiring process are perpetuating or creating bias. This is particularly harmful for disadvantaged groups who do not understand the technology or have access to the technology needed to participate in the new way hiring happens.

• AI and other technologies are creating jobs. Career professionals report seeing new titles, including chief trust officer, machine analyst, and more.

• AI and other technologies are reportedly causing downsizing in certain industries. This includes recent layoffs at a large insurance company and in the medical field.
• Individuals are asking gaining experience and education in new technologies like Blockchain and looking to market them on social media profiles like LinkedIn to be found by recruiters.

• Companies are increasing use of game-based assessments and universities are training students to navigate screening questions, talking about results with students, and helping them figure out the system algorithms. These tools are also used to identify successful cohorts and create benchmarks.

• More recruiters are using texting and chatbots within the recruiting process. Candidates are responding well to use of texting in recruiting.

Solutions

• Career professionals are providing training in resume targeting for candidates. This might be a resume targeting class or instructional video that demonstrates the top areas in the resume job seekers need to adjust for each application to improve keyword density and alignment to the specific target position.

• Career professionals are making candidates aware that video interviewing scoring can start before they know it is recording. Once the candidate is logged in to the system in any way, they should be aware of their mannerisms and speech.

• Universities are launching graduate degrees in artificial intelligence and they are popular.

• Career professionals are coaching individuals to thoughtfully consider companies, but not judge too harshly based on use of technology in the hiring process or having headquarters in a country they consider as having data privacy issues.

• Google Jobs is gaining ground as a job seeker and recruiter tool due to its powerful indexing technology.

• Career professionals are reminding candidates that, especially with the increase in remote working, video interviews are an opportunity to practice remote work.

THE NEXT:

• AI and other technologies will decrease bias, increase candidate engagement, and speed up the hiring process. This will include more effective ATS, masked social screening, and virtual interviews. Adjustments will be made to make sure those in disadvantaged groups are not excluded due to lack of access to technology.

• Video resumes may become a reality as technology evolves to score videos without human bias. Although video resumes currently do not fit into the hiring process, as technology evolves and hiring managers strive to move away from traditional resumes the video resume may finally be part of the recruiting process.

• The concept of “small data” will counteract the trend of “big data.” Small data refers to observations that can help individuals and organizations uncover larger trends or solve big issues.

• Companies will need to communicate how they are using and storing candidate and employee information. There will be more regulations on what can be stored and how long. Candidates and employees will be more vigilant and aware of data their employers or future employers have and how they use it.

• Blockchain will be used by employers and applicants to verify qualifications and protect data. Verification of credentials will be automated, and applicants will have control over what information is shared about them.

• More tools will enter the market to identify keywords and keyword trends. Career professionals will need to stay abreast of changes to help job seekers, advise them of tools, and be watchful of resume-optimizing scams.

• Corporate training programs and a culture of life-long learning will be increasingly important in the retention of talent and in individual career success.

• Universities will incorporate more AI into the college admissions process.
- Technology will evolve to support companies in creating equitable salaries across groups (gender, ethnicity). Salary will become more transparent, consistent, and based on more objective criteria.

- Technology will replace basic parts of jobs, including career services, leaving people to do the more creative and interactive work. This will give individuals a more affordable touch point to career and resume advice.

Opportunities

- There will be an opportunity for career professionals to offer more coaching in video as video use increases throughout hiring processes. Career professionals will also assist more with video production for videos used across the job search process.

- Career professionals will have more opportunities to coach job seekers in networking to get around the screening technologies and take advantage of a rising “anti-trend” of recruiters developing more candidate relationships through strategic in-person networking.

- Career professionals will need to have policies around storage of client information and strategies for building trust with clients regarding client data protection and compliance with data protection laws.

- Career professionals will use technology to improve service delivery, including initial resume/CV reviews and using assessments augmented with AI to identify skill and experience gaps or determine career possibilities. Career professionals who adapt to use technology will be more marketable than those who resist it.

- Career professionals will apply more divergent thinking – how can clients fulfill values and find meaning – versus convergent thinking – I have to have a career goal and work everything toward it.

- Talent development professionals will use AI, virtual reality, and other technologies to improve corporate training and career management programs.

- Professionals in all fields will add value to improving technology by focusing on being emotional, creative, empathetic, and compassionate.

SOCIAL BRANDING & SOURCING

THE NEW:

- Young professionals are ditching the resume in favor of social media. They are seeking out opportunities to use the channels they are used to as job search tools.

- Career professionals are helping candidates use LinkedIn to have a great profile and beyond, including using LinkedIn to apply and get more visibility than the competition and to make and nurture connections. Career professionals and their clients are struggling to keep up with frequent changes on LinkedIn.

- Older job seekers are increasingly adopting the use of LinkedIn as a tool in their job search.

- Recruiters are using Facebook and Instagram more frequently in recruiting, but this does not resonate with job seeker expectations in the U.S. Companies are using geo-targeted Facebook ads for recruiting and posting more jobs on Facebook in some countries. Many companies outsource their social recruiting and/or engage their employees to help them build employer brands on social media.

- The importance of authenticity on social media is increasing as social sourcing tools shift. New tools are scoring candidate personality traits based on posts and interactions.
Solutions

- Career professionals are coaching individuals on how to balance social branding and digital data protection. This includes determining what social media platforms they use, what information they share, and how they set their privacy setting on those platforms.

- Career professionals are helping candidates use LinkedIn to have a great profile and beyond, including using LinkedIn to apply and get more visibility than the competition and to make and nurture connections. Those in universities are seeing growing benefit in using alumni networks in LinkedIn.

- Career professionals are helping young professionals leverage their comfort with technology to build stories on many platforms and through video. They are using Instagram to create portfolios and connecting with influencers like journalists on Twitter.

- Career professionals are coaching clients to use stories beyond work as they create their social brands. This includes connecting time outside of work or while laid off by defining a common thread that can communicate relevant skills.

THE NEXT:

- Recruiters will continue to increase focus on in-person recruiting and targeting specific professional communities as the noise in social recruiting and cost of social recruiting tools increases.

Opportunities

- Independent career professionals are seeing more opportunities to partner with career services offices, especially with the universities where they earned their degrees.

STORYTELLING

THE NEW:

- Online portfolios and personal website are making a comeback as individuals seek to establish brands of thought leadership in their industry or career niche. Individuals are seeing online portfolios as an opportunity to be more authentic and provide a career narrative they can not provide as well on social media.

- As attention spans wane, it has become more important for individuals to position their story to engage a target audience.

- There is a move away from the “elevator pitch” to a focus on developing relationships. Storytelling is one tool individuals are using to engage networking contacts in conversations that can lead to these relationships.

- Employers are using storytelling to build employer brand, communicating their “why” and telling more about their company culture as the right fit becomes increasingly important for HR.

- Employers and job seekers are embracing community involvement as an opportunity to build employer or professional brand.

Solutions
- **Hard-copy portfolios are improving interview conversations.** These portfolios can include certificates, recommendations or testimonials, the candidates’ most current resume, success stories, case studies, photos of projects, and other items that demonstrate their value, qualifications, and achievements.

- **Career professionals are helping individuals tell engaging stories by emphasizing information aligned with their brand and that adds value to the audience.** They are using questionnaires and interviewing clients to unearth stories and translate them into the audience’s language. They are also coaching them in understanding their value and choosing stories that build a clear brand.

- **Career professionals are guiding individuals to develop an arsenal of stories they can use in interviews** so they can choose stories that fit the situation and be prepared without sounding canned.

- **Career professionals are coaching clients to create stories that demonstrate their resilience.** As the conversation around the importance of resilience – also referred to as “grit” – grows, demonstrating this skill in interviews can be a differentiator.

- **College career professionals are encouraging students to use current skills and start developing stories** to position themselves as knowledgeable in these areas.

- **Candidates in Silicon Valley are using slides instead of resumes.** A “walking deck” usually includes around 10 slides and tell a story to provide a more holistic view of the candidate. They require the candidate or career professional to have graphic design skills.

- **Career professionals are using executive bios as tools for executives who are conducting job searches while employed.**

- **Candidates are using tools like Glassdoor to check company stories for authenticity.** Career professionals are coaching them to look for social verification.

**THE NEXT:**

- **Stories need to engage human readers or listeners and include the keywords applicant tracking systems or video interview scoring systems require for a job.** Individuals need to understand how to incorporate keywords into stories that engage their audience.

**Opportunities**

- **Infographic resumes may make a comeback as the importance of visuals in storytelling increases.** Infographics allow candidates to combine stories and data and appeal to younger audiences.

- **Career professionals will help individuals be more creative in how they tell their stories** to increase their impact and step out of the stress of their current situation.
Recommended Resources

Consolidated List from Career Jam Events

- **Articles:**

- **Assessments & Approaches:**
  - StrengthsFinder 2.0: [www.gallupstrengthscenter.com/Gallup/StrengthsFinder](www.gallupstrengthscenter.com/Gallup/StrengthsFinder)
  - 360Reach: [http://www.reachcc.com/360reach](http://www.reachcc.com/360reach)

- **Books:**
  - *The Expertise Economy: How the Smartest Companies Use Learning to Engage, Compete, and Succeed* by Kelly Palmer
  - *Small Data: Tiny Clues That Uncover Huge Trends* by Martin Lindstrom
  - *Creative Career Coaching: Theory into Practice* by Liane Hambly and Ciara Bomford
  - *Kindness in Leadership* by Gay Haskins, Mike Thomas, and Lalit Johri (Editors)

- **Technology Certification & Degree Programs**
  - Queen’s Master of Management in Artificial Intelligence: [https://smith.queensu.ca/grad_studies/mmai/index.php](https://smith.queensu.ca/grad_studies/mmai/index.php)

- **Reports:**
  - Global Recruiting Trends 2017
  - The 2018 Human Resources Trends to Keep on Your Radar
  - 4 Recruiting Trends to Watch in 2018
  - Recruiter Nation 2017
  - Job Seeker Nation 2017
  - The Year in Search
  - What Do Graduates Do? (Nov 2017 edition)
  - Labour Market Outlook (Autumn 2017)
  - Job Outlook 2018: College Hiring to Increase by 4%
  - Brexit Impact on Workforce Trends
  - The State of Opportunity: Overcoming the Wage Crisis in Today’s Labor Market

- **Resources:**
  - Smart Start American Association of University Women (AAUW) Negotiation Training: [https://salary.aauw.org/start-smart/](https://salary.aauw.org/start-smart/)
- Making Money Make Sense: https://www.jeanchatzky.com/
- Mike Rowe WORKS (Blue Collar Jobs Resources): https://www.mikeroweworks.org/
- Fulfilling Work: https://www.carnegieuktrust.org.uk/theme/fulfilling-work/
- Intergenerational Networking: www.cirkel.world
- Return to Work: www.2to3days.com
- Wellbeing in Education: http://ipen-network.com
- Making a Difference: http://www.80000hours.org
- Texting Peer Network for Career Concerns: www.empowerwork.org

- **Software / Tools:**
  - Hiring Assessment: www.knackapp.com
  - Interview Preparation Tools: www.biginterview.com
  - Video interview, webinar, and conference tutorials: https://zoom.us/events
  - Virtual interviewing tools: https://interviewstream.com and www.hirevue.com

- **Videos:**
  - “What Baby Boomers Can Learn from Millennials at Work and Vice-Versa” by Chip Conley: https://www.ted.com/talks/chip_conley_what_baby_boomers_can_learn_from_millennials_at_work_and_vice-versa

- **Workforce & Economic Trends:**
  - www.success.com
  - www.inc.com
  - www.fastcompany.com
  - www.entrepreneur.com/us
  - www.forbes.com
  - www.theskimm.com
  - www.morningbrew.com
2018 Career Jam Contributors

Event Facilitators

Lorraine Beaman  
Interview2work LLC  
Davis, CA USA  
lorraine@interview2work.com  
530-760-7507

Deborah Burkholder  
Institute for Career Transitions  
Methuen, MA USA  
www.ictransitions.org  
deborah@ictransitions.org  
617-750-9599

Michelle Carroll, M.A., MCDP, CCMC, GCDF-I, OPNS  
Carroll Career Consultants, LLC  
www.carrollcareers.com  
michelle@carrollcareers.com  
410-971-1643

Susan Chritton, PCC, BCC, NCC, CMF, CAPP  
Pathways-Career & Life Strategies  
Lafayette, CA USA  
http://susanchritton.com  
susanchritton@gmail.com  
925-946-9988

Tanya Fite  
IMPACT Group  
St. Louis, MO USA  
www.impactgrouphr.com  
tfite@ighr.com  
314-392-0557

Dr. Renee Green  
University of Phoenix  
Honolulu, HI USA  
renee.green@phoenix.edu  
763-807-1850

Maike Hennig, ACRW  
Perfiles Profesionales  
Alicante, Alicante Spain  
www.perfilesprofesionales.com  
maike@hennig.es  
+34 96 687 6083

Sarah Johnston  
Briefcase Coach  
Columbus, OH USA  
sarah@briefcasecoaching.com  
404.626.9254

Lakeisha Mathews, CPCC, CPRW, GCDF  
Right Resumes & Career Coaching  
Baltimore, MD USA  
www.rightresumes.org  
RightRes@gmail.com  
443-928-7302

Kris McGuigan  
Professional Courage  
Broadview Heights, OH USA  
kris@professionalcourage.com  
216.403.5243

Kimberly Schneiderman  
RiseSmart  
San Jose, CA USA  
kimberly@risemar.com  
917.584.3022

Valerie Rowles, RCDP  
Independent Career Development Professional  
London, United Kingdom  
valerierowles@yahoo.co.uk  
valerie@valerie-rowles.com  
linked.com/in/valerierowles
Event Scribes

Dave Cordle, RCDP, CMP
Dave Cordle Coaching
Banstead, Surrey UK
www.davecordle.co.U.K.
dave@davecordle.co.U.K.
@davecordle
uk.linkedin.com/in/davecordle
+44 (0)20 8133 1037

Rachel Clary
IMPACT Group
St. Louis, MO USA
rclary@ighr.com

Louise Kursmark
Best Impression Career Services, Inc.
Plymouth, MA USA
louise@louisekursmark.com
774.404.7829

Tim Windhof
Windhof Communications
Delaware, OH USA
timw@windhof-communications.com
740.417.9438

Alissa Thornton
The George Washington University
Washington, DC USA
amthorn@gwu.edu
linkedin.com/in/alissa-thornton-acrw-cprw-415517
202.288.3366

Ivy Wong
University of Phoenix
Honolulu, HI USA
ivy.wong@phoenix.edu
www.linkedin.com/in/ivy-wong-ab14545
808-524-9848

Marie Zimenoff, M.Ed., CCM, MRW, NCC, CELDC
Career Thought Leaders & Resume Writing Academy
Fort Collins, CO USA
www.careerthoughtleaders.com
www.resumewritingacademy.com
marie@careerthoughtleaders.com
@workwithpurpose
@CareerTL
www.linkedin.com/in/mariezimenoff

Event Hosts

Special thanks to our hosts for making their meeting space available!
Hosts are also listed alphabetically with their full contact details in the Participant List that follows.

HAWAII: UNIVERSITY OF PHOENIX
Dr. Renee Green & Ivy Wong

SAN FRANCISCO
Susan Chritton

ST. LOUIS: IMPACT GROUP
Tanya Fite

TAMPA: WARRIORS TO WORK / WOUNDED WARRIOR PROJECT
Laura Lamon & Kevin Rasch
Event Participants

Georgia Adamson, MRW/ACRW/CPRW/CJSS/CCM
A Successful Career
Marlborough, MA USA
asuccessfulcareer.com
careermaster@asuccessfulcareer.com
linkedin.com/in/asuccessfulcareer
508.263.9454

Cori Ashworth, MBTI, Mentorcoach
Career Continuum
Belchertown, MA USA
careercontinuum.com
cori@careercontinuum.com
linkedin.com/in/coriashworth
413.213.0071

Debra Boggs
Great Resumes Fast
Scarborough, ME USA
debrab@dsprocoaching.com
linkedin.com/in/debraboggs
260.438.1443

Paul Bowman
Smith School of Business @ Queen’s University
Ontario, Canada
paul.bowman@queensu.ca
linkedin.com/in/smithcoachpaul
613.548.3954

David Buck
Workforce Strategy
Cambridge, MA USA
dabuck102140@gmail.com
617-233-3404

David Corsar
National Wildlife Federation
Reston, VA USA
nwfecoleaders.org
corsard@nwf.org
@CorsarDavid | @NWFEColeaders
linkedin.com/in/david-corsar-a1a8b89
703.438.6395

Elizabeth Craig
ELC Global, LLC Career Services
Minneapolis, MN USA
elcglobal.com
elizabeth@elcglobal.com
@elcglobal
linkedin.com/in/elizabethcraig1
612.747.3011

Melanie L. Denny, CPRW
Resume-Evolution
Kissimmee, FL USA
resume-evolution.com
melanie@resume-evolution.com
@melaniedenny
linkedin.com/in/melaniedenny

Natalie Fike, CPCC, CPRW, CDCC
Vocatus Collaborative LLC
Westerville, OH USA
vocatuscollaborative.com
natalie@vocatuscollaborative.com
linkedin.com/in/nataliekfike
413.862.2887

Ann Garoon
Northbrook, IL USA
agaroon@aol.com
847.477.1627

Jazz Glastra
Kenyon College
Gambier, OH USA
glastraj@kenyon.edu
linkedin.com/in/jazzglastra
740.427.5165

Danielle Golinski
Elon University
Elon, NC USA
dgolinski@elon.edu
linkedin.com/in/daniellegolinski
336.278.5990

Ann Haehn
XPM2 Consulting, LLC
Highlands Ranch, CO USA
ann.haehn@xpm2consulting.com
719.331.5275
Stacey Hall-Shandil
Sacramento, CA USA
HallShS@sutterhealth.org

Sharon Hamersley
The Resume Coach
Columbus, OH USA
the-resume-coach.com
theresumecoach@live.com
linkedin.com/in/sharonhamersley
614.395.9440

Keith Hassell
University of Bridgeport
Bridgeport, CT USA
khassell@bridgeport.edu
203.576.4466

Jodie Jensen, CPBS
Tampa, FL USA
jodie@jodiejensen.com
913.687.2498

Cindy King, JCTC, CEIP, CCMC, CJSS
King Wordsmith
Berlin, MA USA
kingwordsmith.com
cindy@kingwordsmith.com
408.733.5163

Amy King
Nolan Branding
Worthington, OH USA
nolanbranding.com
amy@nolanbranding.com
@NolanBranding
linkedin.com/in/amytingbibliophile
614.570.3442

Victoria Koster-Lenhardt
U.S. Department of State
Vienna, Austria
vkosterlenhardt@gmail.com
linkedin.com/in/vkosterlenhardt
43 6642 025 116

Wendy LaBenne
IMPACT Group
St. Louis, MO USA
wlabenne@ighr.com

Kioshana LaCount Burrell
The Ohio State University
Winston, GA USA
lacount.7@osu.edu
256.399.3400

Laura Lamon
Wounded Warriors
FL USA
llamon@woundedwarriorproject.org

Lisa Lapierre
MassHire Franklin Hampshire Career Center
Greenfield, MA USA
masshirefhcareers.org
lisalapierre@masshirefhcareers.org
413.774.4361

Tricia Lauducci
Worthy Writing
Worthington, OH USA
worthy-writing.com
tricia@worthy-writing.com
linkedin.com/in/tricialauducci

Edward Lawrence, CPRW, DiSC, MBTI, Skillscan, CPP
Getstarted
Natick, MA USA
getstart-ed.com
edwardjlawrence@gmail.com
linkedin.com/in/educate
508.404.8630

Lynn Walker Levy
LWL Career Counseling
Milton, MA USA
lwlcareers@lynn-careers.com
617.901.3478
Joshua Lisko  
Kenyon College  
Gambier, OH USA  
lisko1@kenyon.edu  
740.427.5165

Dana Locke  
IMPACT Group  
St. Louis, MO USA  
dlocke@ighr.com  
314.392.0623

Leigh Mascolino  
Ohio State University (Career Confidence & Clarity)  
Columbus, OH USA  
leigh.mascolino@gmail.com  
216.469.3175

Rosemary McLean  
Career Innovation  
London, United Kingdom  
careerinovation.com  
rosemary.mclean@careerinnovation.com  
@rosemarycareer  
linkedin.com/in/rosemarymclean1  
077.6418.2919

Holly McCormack  
Kenyon College  
Gambier, OH USA  
mccormack1@kenyon.edu  
740.427.5165

Jan Mead  
Retired from Wichita State University  
Augusta, KS USA  
janmead1947@gmail.com  
316.670.9097

Jan Melnik  
Absolute Advantage  
Durham, CT USA  
jan@janmelnik.com  
860.349.0256

Debbie Melnikoff, CCC, MBTI, Social Media Career Strategist  
Third Wave Career Coaching  
Santa Cruz, CA USA  
thirdwavecareercoaching.com  
debbie@thirdwavecareercoaching.com  
@dmelnikoff  
linkedin.com/in/debbiemelnikoff  
831.234.1870

Pam Mullins  
London, United Kingdom  
aum_pdm@yahoo.co.uk  
01344 625 683

Samantha Nolan, CPRW  
Nolan Branding  
Worthington, OH USA  
nolanbranding.com  
samantha@nolanbranding.com  
@NolanBranding  
linkedin.com/in/samantha-nolan  
614.570.3442

Jonathan Nugent, CPRW, CPCC  
All★Star Career Services  
Cincinnati, OH USA  
allstarcareerservices.com  
jonathan@allstarcareerservices.com  
@All_Star_Career  
linkedin.com/in/jonathannugent  
513.322.0161

Debra O’Reilly, CPRW, CJSS, CG3C, CEIP, JCTC  
A First Impression Resume  
Service/ResumeWriter.com  
Brandon, FL USA  
ResumeWriter.com  
debra@resumewriter.com  
@debroeily  
linkedin.com/in/debraoreilly  
813.651.0408

Loretta Peters, MRW, 360ReachMasters, DISC  
Competitive Edge Branding  
Vernon Rockville, CT USA  
cebranding.com  
lpeters@cebranding.com  
860.463.1165
Ashley Watkins, NCRW
Write Step Resumes
Moody, AL USA
WriteStepResumes.com
info@writestepresumes.com
@WriteStpResumes
Linkedin.com/in/ashleyjwatkins
334.235.1490

Linda Whited, NCC
Wilmington, NC USA
whitedlm@wfu.edu
@lindampollock
linkedin.com/in/lmwhited
336.529.3482

Joe Wilkins
Philadelphia, PA USA
jdw@jwhealth.org
@WilkinsJoe
linkedin.com/in/joedwilkinsjr
916.202.4214

Ruth Winden, CCMC, CJSS, CSMCS, MBTI, WBI
Careers Enhanced Ltd
Yarm, Durham United Kingdom
www.careersenhanced.com; olderyetbolder.com
ruthwinden@careersenhanced.com
@RuthWinden; @olderyetbolder
uk.linkedin.com/in/ruthwinden
+44 7949 569993

Jim Wojtak
IMPACT Group
St. Louis, MO USA
jwojtak@ighr.com

Karen Wrigley, CPRW, IJCTC
AMW Résumé Service, LLC
Granbury, TX USA
amwresumes.com
karen.wrigley@amwresumes.com
linkedin.com/in/karendwrigley
512.680.6347