

CAREER JAM 2018

WHERE EXPERTS FORECAST
THE NEW & THE NEXT

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

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Career Jam: Where Experts Forecast The New & The Next

**Presented by the Career Thought Leaders Consortium
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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.

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

CONTENTS

Within each of the following categories and subcategories, two brainstorming questions were asked: What trends are just starting to emerge? (The Now) 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 job 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 countering 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.

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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:

- “How Small Business Can Survive in the Age of GDPR”: <https://www.entrepreneur.com/article/315366>
- “Your Next Job Interview May Start with a Text”: https://www.washingtonpost.com/business/2018/11/20/your-next-job-interview-may-start-with-text/?noredirect=on&utm_term=.c0e5739c8cf4

Assessments & Approaches:

- VIA Survey of Character Strengths: <http://www.viacharacter.org/www/Character-Strengths-Survey>
- StrengthsFinder 2.0: www.gallupstrengthscenter.com/Gallup/StrengthsFinder
- 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

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/>

- 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/>
- Employer Research & Ranking: www.glassdoor.com | www.worldblu.com | <https://bcorporation.net/> | <https://justcapital.com/>
- 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

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