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2022 Career Industry Trends Report

Findings of Career Jam 2021:
Where Experts Forecast The New & The Next

Presented by the Career Thought Leaders Consortium
Held November 16–19, 2021

SUMMARY

We are proud to present the findings from our twelfth annual Career Jam (formerly Global Career Brainstorming Day), when professionals from the Australia, Cameroon, Canada, Nigeria, Singapore, South Africa, Turkey, the United Kingdom, and the United States gathered virtually. The 2021 event, which led to the 2022 trends report, included presentations by global industry leaders and discussion among future-oriented career service providers.

Facilitated small group discussions followed each presentation where industry leaders brainstormed best practices, innovations, trends, new programs, and new processes. They shared observations around factors currently impacting or projected to impact global employment, job search, and career management.

Event data is aggregated, evaluated, and presented in this document of critical findings and forecasts. Aligning with the theme of the Career Thought Leaders Consortium – 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. Current solutions career services providers are using to address these challenges are included for the benefit of those in the careers industry and professionals in all fields who wish to proactively manage their careers.

EDITOR

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

Facilitators & Scribes: Lorraine Beaman, Deborah Burkholder, Michelle Carroll, Susan Chritton, Dave Cordle, Elizabeth Craig, Deb Dib, Renee Green, Murray A. Mann, Jan Melnik, Kate Pozesnik, Kymberli Speight, Jennifer Vancil, Ruth Winden, Emily Wong, Ivy Wong, Marie Zimenoff

Career Thought Leaders Advisory Board: Susan Chritton, Michelle Carroll, Deb Dib, Jan Melnik, Kate Pozesnik, Ruth Winden
As career and work trends continue to evolve quickly, staying up to date on the latest information to help clients manage their careers and transition jobs is crucial. Career Jam provided a great outlet for this and to learn and share ideas with colleagues.

Kristen McLaughlin
THE NEW:

- Companies and individuals are using artificial intelligence in career development and coaching programs. Individuals report confidence in these systems to provide labor information aligned with career aspirations.

- Advances in technology – the 4th Industrial Revolution – have and will create more jobs related to data analysis and technology development, use, and integration. It has and will eliminate jobs through automation.

- Overall, a shortage of talent and large number of open positions are projected through 2030. Contributing factors to this gap include slowed population growth rates in many areas of the world, movement toward gig and part-time work, and increased retirements during COVID.

- Jobs with projected or current growth include human resources and diversity, cannabis industry, medicine, niche entrepreneurs and influencers, blockchain technology, artificial intelligence, cybersecurity, space and flight, data analyst, machine learning, skilled trades, telecommunications, energy and the environment, many engineering specialties, and sales and marketing.

- Jobs that are seeing a decline in overall employment numbers include entry-level manufacturing jobs, telemarketing, and bank tellers (in the U.S., interestingly Canadian career service providers do not see that trend).

- Although reports show salary increases, many are not significant when adjusted for inflation. Careers with larger salary increases include digital marketer, nurse, revenue analyst, developer, administrative assistant, and teacher (in some locations).

- Globally there is a shortage of applicants for jobs that have not historically been highly valued, including servers, grocery store employees, warehouse workers, select healthcare roles, manual laborers, and drivers.

The 4th Industrial Revolution presents a diverse array of opportunities, not just in tech. We need to understand the emerging trends, sectors, and job types so we can help clients adapt, upskill, and future-proof their careers.

Cathy Alfandre
Life is about learning. You aren’t living if you aren’t learning something new every day!

Ebony Hogan

- Career service providers are working with clients who lack the basic technical skills or access to technology to do succeed in future jobs and maintain marketability as jobs evolve.
- Technology has evolved to aid job seekers of all ages, and particularly youth, in planning and preparing for the careers of the future. Use of artificial intelligence in career planning is filling gaps in metropolitan areas where job seekers flooded career services offices during COVID.
- With an increased focus on digital influencers and visibility of young startup stars, young professionals feel pressure to find entrepreneurial success. They judge their careers against stories of digital business moguls, even though many lack entrepreneurial skills and motivation.
- Freelance work and entrepreneurship opportunities are drawing people out of the traditional workforce and contributing to the lack of applicants for millions of open positions. For example, more than 60% of people making $50,000 or less know someone who has quit their job to trade cryptocurrency.

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<th>Have you, or someone you know, quit your / their job at some point over the last year due to financial freedom earned by investing in cryptocurrency? by Income</th>
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1,201 responses from 10/01/2021 to 11/01/2021
Weighted by U.S. Census 18+
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- Universities have updated curriculum to better prepare students for careers of the future, moving away from a focus on a singular career to realizing potential with a flexible professional identity. Students are not enticed by long-term career prospects and distracted by opportunities to earn money now in day trading and digital businesses instead of finishing their degree.
- Universities now offer more certificates and credential programs to match the pace of change and provide relevant training. There is a general questioning of the U.S. educational model dominated by 4-year universities. Some have found a sustainable business model and others have closed or faced large downsizing.
- Companies are partnering with higher education institutions to offer micro-internships and more paid internships allowing students to get experience, hone their focus, and make an income.

When thinking about jobs of the future, it really depends on what questions you ask. Who is your client? What do they mean by ‘job’? Who do they want to impact through their work? Who will help them? How will they do the work? These questions help define a path that considers jobs of the future and the client’s unique goals, value, and current situation.

Larry Boyer

Solutions
- Career service providers reframe the pace of change to help clients see the possibilities and benefits of career management autonomy outside of corporate ladders.
Career service providers incorporate technology, traditional assessments, and narrative techniques to help clients identify good-fit career options. They work with individuals and within organizations to combine technology and the human element of career services. They guide clients to identify skills that will translate to new industries and jobs and use this information to create a roadmap with milestones to achieve their goals.

Career service providers guide clients in interpreting “jobs of the future” lists. They help them understand a high percentage of change does not always mean more openings, other factors to consider when researching employment options, and how to anticipate jobs of the future.

Career services staff within higher education are being asked to improve graduation and placement rates and to encourage enrollment. Career center staff play a large role in connecting students to their “why” for attending college, engaging students, informing decisions around educational offerings related to industry needs, and building relationships with industry to create better post-graduate outcomes for students.

Career professionals trained in personal branding methodologies help clients understand the importance of self-awareness and understanding their unique promise of value. A clear personal brand provides the foundation necessary to adapt quickly in the changing workforce.

Career service providers partner with clients who want or need to change careers. Together they define skills, explore and research options, and understand the importance of personal connections in transitions. Individuals recognize the need to take ownership of their career and build skills needed to continually change.

Career practitioners encourage clients of all ages, and especially recent graduates, to create online portfolios that showcase their work and increase their marketability.

Career service providers guide students and recent graduates to find programs to extend their education and be prepared for work opportunities. They help students better understand the workplace and the requirements for roles, as many students lack work experience.

The resume is highly relevant for branding and job search positioning. It is a distinct footprint of the past, the present, and the future, revealing interesting insights about one’s career and their untapped abilities. Our role as career practitioners is to prepare our clients for the jobs of the future and to help them refine and articulate their brand, but also embrace new possibilities outside their comfort zone.

THE NEXT:

More training will be available to fill growing gaps in career fields like plumbers, electricians, and other skilled trades. The stable yet independent nature of these jobs will attract individuals whose interests and skills may not align with other sectors of in-demand jobs.

Individuals will proactively seek opportunities to reskill aligned with changing industry needs, accessing training opportunities with traditional education and outside of formal education.

The jobs of the future will be in technology and in human interaction roles. The need for traditional roles like accountants and managers will persist. Sales and marketing roles will be in high demand in the future.

Automation will be incorporated into companies to do tasks people are not interested in doing. There will be new incentive for employers to find automation solutions for these undesirable jobs.
There will be an increased focus on jobs and technologies that mitigate environmental challenges and catastrophic weather events. More technical, non-technical, and public service roles will emerge to manage climate-related events and incentivize corporate and individual changes related to climate impact.

Work in all fields will become more international and further influenced by global forces. Career service professionals will need skills and knowledge to help clients navigate international careers. Employees will increase their cross-cultural competencies and leaders will develop skills to lead virtually and across cultures.

Universities will retool academic tenure as it is a liability due to declining enrollment levels. They will adjust instructor compensation to attract talent in an increasingly competitive marketplace. Changes in these structures will also increase diversity within faculty ranks.

Higher education institutions will continue refining curriculum to focus on preparing the workforce while general education remains important as the backbone of diverse training. Educational programs will partner specific work-related skills with traditional education methods.

Companies will offer more educational benefits and opportunities to attract workers during the talent shortage and to fill skill gaps. With this increased funding, more professional associations and private businesses will provide training and certification programs.

Education will adapt to modern models, offering more online, hybrid, and short-term programs. Educational business models will adapt to compete with increased competition from professional training organizations.

Graduate job search will be replaced by program search. Job search frustrates students and recent graduates as many end up underemployed, mis-employed, or unemployed. By focusing on ‘program search,’ graduates will gain experience, add value to their collegiate qualifications, and embark on professional pathways that put them in an excellent position to apply for jobs 2–3 years after graduation. Graduates will search for internship, graduate placement, in-house academy, volunteer (NPO/NGO), bootcamp, and professional training programs.

The need for critical thinking, professional interpersonal communication, strong work ethic, problem solving, and other essential ‘soft’ skills has reached a fever pitch. Liberal Arts degrees are still considered strong options for providing these baseline skills. However, there is an urgent call for an overall reboot. Curriculum must integrate professional practices with academic rigor to shorten gaps in career readiness.

Bersan Lesch

Claire Langley
DIVERSITY, EQUITY & INCLUSION IN HIRING

FEATURED THOUGHT LEADERS:

THE NEW:

- The term “neurodiverse” has caught hold in workplaces. It refers to those who think differently, including dyslexia, ADD, Autism Spectrum Disorder, dyspraxia, bipolarity, OCD, and other neurological diversities.

- Employers have tapped into nontraditional outlets to increase the diversity of candidate pools for open positions. They are reaching out to historically black colleges and universities (HBCUs), other minority serving institutions, and professional advocacy groups.

- Virtual interviewing technology development companies are increasingly aware of issues related to bias in automated scoring technology, especially for candidates from diverse backgrounds and those who are neurodiverse. The U.S. government is investigating equity issues related to artificial intelligence scoring in interviews. Some technology companies have discontinued aspects of scoring systems due to bias.

- Companies see technology as a tool to diminish the human bias in the hiring process. They are using technology to do blind resume reviews and source an increasingly diverse pool of candidates.

- Companies are setting and taking meaningful action toward meeting diversity goals for hiring and advancement with expanded definitions of inclusion and diversity.

- Many companies, nonprofits, and universities are more aware of diversity within hiring teams, and some are creating specific diversity panels for the hiring process.

- Companies have adjusted hiring requirements to eliminate position requirements that perpetuate bias, such as hiring from prestigious universities. Some are reducing or eliminating education requirements and replacing them with core competencies or skills to attract more diverse applicants.

- Companies are expanding and improving onboarding processes for all candidates with specific attention to the needs of diverse hires. They are including mentorship and affinity groups to aid in retention.

- Job seekers evaluate company culture for diversity and inclusivity and report seeing more emphasis on diversity during interviews in questions from companies and inquiries from job seekers around culture.

The broadening of inclusivity to embrace the neurodiverse population in the labor market has a ripple effect, reaching far beyond the individual level out into the workforce and community infrastructure.

Susan Swavely
Companies have increased diversity and bias training and still have work to do training teams to understand bias in the hiring process.

Companies are including disability as part of diversity considerations within their company and in hiring. Disability conversations have heightened due to COVID-related disabilities and the impact of COVID on those with disabilities.

The recent social justice movement exposed gaps in employee resource group funding and social capital to achieve goals. Companies are reevaluating these groups and other policies and structures to reach their diversity hiring and advancement metrics.

Career practitioners see an increase in clients who retired and returned for second-act careers in new industries and roles. Employers see the value of hiring these experienced workers and have signed a pledge with AARP as a commitment to more age-friendly hiring.

States are requiring removal of felony questions and salary history to mitigate bias these questions bring into the hiring process.

Career service providers see an increase in diversity-related positions within companies and more candidates interested in these roles. They are guiding them in transitioning and competing for these roles.

Career service providers and companies recognize the unique needs of individuals who are neurodiverse and their value within organizations. Companies are providing differentiated orientation experiences for these individuals. Career service providers are learning to work with these clients more effectively.

Companies are more aware of the power of language and seek to write more inclusive job advertisements. They are building careers websites that speak to a more diverse candidate pool.

Onboarding employees cannot simply be the disconnected and transactional “required paperwork” for which we check the box. The most successful businesses will be invested in deep, connected learning...not just the “What?” and the “How?” but the most important, “Why?”. Still, it would be a mistake not to continue into the “Why me?” and the “Why us?”. This type of learning in the first months and regularly after will foster agility, creativity, and comradery in employees as innovation and demand change at a rapid pace.

Claire Langley

Claire Miner-Rosen

Companies are realizing that hiring people who are neurodivergent might give them a competitive advantage. They might benefit with improved productivity as many of these individuals have high IQs, are good at recognizing patterns, and thrive in roles that require attention to detail.
Solutions

- Career service providers guide clients in researching company culture and commitment to diversity hiring for all types of diversity – age, ethnicity, gender, sexual orientation, and beyond.

- Career professionals ask questions to understand the barriers clients face as underrepresented candidates. They co-create career communications and job search strategies adjusted for their needs.

- Career practitioners are working with clients who may not realize they are neurodivergent but have experienced increased difficulties caused by remote work and virtual hiring. They are helping these clients find strategies to succeed in the new world of work and job search.

- Career service providers coach neurodiverse candidates to request accommodations without disclosing their disability, to understand when and how to disclose, to broaden their view of their career options, gain confidence, and articulate their strengths.

Understanding the needs of diverse job seekers continues to be imperative for career service providers. Job seekers should expect career coaches and resume writers to be prepared to address their individual and unique needs. Job seekers can ask potential providers about their background and training. Providers should be asking what social identity groups, if any, clients identify with, exploring how that will impact their search, and following best practices in career coaching, job search, and personal branding for their unique situation.

Lynda Grossman

THE NEXT:

- Companies will continue to use technology in hiring with the aim of reducing human biases prevalent in hiring processes. They will research and refine the technology to mitigate bias and hire more diverse technology development teams.

- Companies will continue to increase focus on diversity hiring with a focus on race/ethnicity, gender, age, immigration status, veteran status, gender identity and sexual orientation, disability status, and the intersectionality of these identities. As the workforce becomes more diverse in all categories globally these conversations will become common, and representatives of more groups will be present in hiring discussions making hiring more equitable.

- Job seekers and employees will push companies to build inclusive cultures and increase access and equality for advancement opportunities.

- Salary history, justice system involvement, and other hiring criteria will continue to be regulated or eliminated. More companies will list salary ranges in posted positions as pressure mounts across the U.S. for more transparency toward closing wage gaps for women and underrepresented populations.

- Career coaches will continue to learn about the challenges of diverse clients in job search and career advancement and advance their strategies to guide these clients in achieving their goals. They will serve as advocates and trainers within companies to decrease bias in hiring.

- Companies will position themselves as inclusive and educate their leadership teams and employees to work together in an inclusive way. The types of diversity recognized and talked about in diversity programs will increase, benefiting companies, employees, and job seekers.

It is encouraging to learn that 36% of employers are replacing education requirements with core competencies to increase access for a more diverse pool of candidates and increase retention. The information is important to share with individuals considering a 4-year degree when it might not be the best way for them to obtain the core competencies necessary to be a top candidate for their desired roles.

Sarah-Jane VandenBerg

The evolution of DEI for 2022 is the employer focus on the intersectionality of our social identities.

Murray A. Mann
HIRING & JOB SEARCH TECHNOLOGIES

FEATURED THOUGHT LEADERS:

THE NEW:

- **Job search consumer purchasing power increased due to COVID and then the Great Re-evaluation, leading to an increase in technology tools for job seekers.** These technologies enable job seekers to track and scale their activity, research companies, and find referrals. Technologies have also improved to help job seekers search for open roles and apply online. Job seekers are also accessing tools created for sales professionals. These include research and connection tools, contact management systems, and more.

- **Surprisingly there have also been investments into new job boards,** especially niche boards that can help employers increase diversity within candidate pools or increase applications for roles that are hard to fill.

- **Employers have increased use of virtual interview technology and one-way interviews.** Many employers use artificial intelligence to score candidate responses. Companies are evaluating how technology may perpetuate or prevent bias in hiring.

- **There are more systems to help prepare job seekers for virtual interviews.** These systems use virtual reality and artificial intelligence to simulate interviews and provide better feedback to job seekers.

- **Companies want to promote internal talent** and are using technologies like Gloat to identify talent and provide opportunities for internal mobility.

- **Companies have increased sourcing technology use to fill open roles and increase diversity within candidate pools.** The systems search across the web, identify candidates that fit specific criteria, and find more proof for qualifications than candidate-reported data like LinkedIn profiles.

- **More anecdotal recruiter feedback asserts that in most companies a recruiter looks at every resume,** even if a resume scoring system is used inside the applicant tracking system (ATS). Some ATS have evolved to use artificial intelligence and pull publicly available information from the web into candidate profiles to improve hiring decisions, increase candidate pool diversity, and further efforts to decrease bias.

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Job search technologies and changing labour markets are on the rise. Yet, the one factor that will remain critical regarding jobs of the future is the human coaching component – a vehicle for mindfulness, compassion, and empathy. Personalized coaching will help clients to gain clarity about their value and career direction while supporting them to unlock the essence of their brand and career story. 

Lori Jazvac
Career service providers continue to see candidates applying to hundreds of positions online. Candidates do not understand how and why to network and how to improve the results of their online applications. Often, they blame formatting issues and applicant tracking systems instead of realizing the lack of match in their resume content to the target job.

Universities and nonprofits are using artificial intelligence and virtual reality to help people in transition experience jobs with which they are unfamiliar.

The essence of interviews has not changed. They are still a conversation between individuals who are exchanging information to make decisions about potential longer-term relationships. Our role as coaches is to keep our clients focused on what really matters in those conversations and prepare them to overcome any self-imposed barriers from lack of familiarity with new technology tools.

Norma Davila

Solutions

Career service providers coach candidates to research interview technology, companies, and the requirements of each specific position to better prepare for and perform in interviews.

Career professionals focus on each client’s needs and implement technologies that make job search faster and more efficient. They work with job seekers to right-size job search, career management, and leadership strategies, then bring in appropriate tools to increase efficiency and progress toward their goals.

Career practitioners partner with candidates to write social media profiles that balance keywords to be found with sourcing technology and stories to hold the reader’s attention and differentiate candidates from their peers. They help clients realize that profiles without content will not rank highly in employer search. They commit to writing in the candidate’s voice to enable accurate results when personality scoring tools are used.

Professional resume writers understand the importance of writing to the technology and the human, intertwining keywords used in resume scoring systems with differentiating client accomplishments. They know the limitations of applicant tracking systems and how to create strategic formatting that highlights the important information and improves readability for the human eye.

Career professionals guide candidates to use online and offline networking to become known within their targeted professional community, increasing their chances of earning a referral into a role. They teach clients that using online tools and participating in online communities can achieve these networking goals while increasing their chances of attracting recruiters doing online searches. They teach best practices for connecting on social media platforms like LinkedIn.

Career professionals with digital branding expertise guide clients to build their visibility online using blogging, podcasting, videos, and other channels. They work with clients to create a content strategy similar to marketing efforts for companies but aligned to the needs and skills of each client and their target audience.

Online visibility is now a given with bots scraping information from the whole online space. Understanding and consistently portraying who you are, what you stand for, and the value you bring is more important than ever as employers build a lightning-fast online picture of active and passive candidates. You want to be found and happy with the picture they build.

Lynda Bundoc

While the role of technology changes and increases in use for career decision making and job searching, our role as career coaches continues to be to encourage clients to cast visions of what is possible for them, to inspire them, and to show them how to get from where they are to where they want to go. Career coaches must do this while attending to each client’s unique drivers.

Sarah-Jane VandenBerg
THE NEXT:

- Career and job search coaches will be better prepared to help job seekers evaluate and integrate technology tools to enhance their job search as new systems like Chrome extensions, Teal, Career Club One, and other tools gain traction. They will use their experience evaluating tools and dealing with tech overwhelm to meet clients where they are and create a productive plan.

- HR technology investments will continue as employers solve complex talent problems, including sourcing diverse talent, managing contract workforces, enabling global mobility, and enhancing workplace benefits.

- Professional networking sites like LinkedIn and job boards will use technology to decrease spam as users continue to demand these changes or active users decrease and they are incentivized to make change.

- Career service providers will have more tools, knowledge, and confidence to guide clients through automated job search processes.

- Career practitioners wonder if technology in the hiring process will eliminate networking opportunities for clients to access referrals into positions. Others believe that referrals and connections will be more important in the future.

- Career and job search coaches will help job seekers think more strategically about relationships during their job search and throughout their career. They will provide connections scripts and strategies and coach clients to use technology as they develop a digital brand, scale networking activity, and track job search progress.

- Professionals across the globe will use online and in person means to consistently maintain their visibility. They will use these tools to shift faster between companies as job tenure shortens and transitions within and across industries become more important for career advancement.

- Professionals will seek out experts in career and job search to guide them through the complexities of job search and hiring technology. Career service providers will use technology to assist with initial client intake, assessment, activity tracking, and process streamlining and spend time on more important issues with clients.

- Professionals in all fields will be more aware of and proactive in managing their digital footprint, grasping how it can aid in their career development and the role it plays in employment sourcing and screening.

Confidence is more important than ever! The need for and importance of helping career change and job search clients throughout their careers with confidence came through loud and clear. When we assist our clients to know, feel, and believe they can do something well, they will go forth and succeed with confidence.

Elizabeth Craig
THE NEW:

- **Gig work has become mainstream.** According to a Talent Alpha report, more than 50% of the Fortune 500 companies use Upwork to contract freelancers. The number of talent marketplace platforms has doubled since 2009 and 33% of talent platforms reported their income doubled in 2020.

- **Individuals in many countries struggle with the realities and logistics of leaving full-time employment,** including healthcare costs and retirement. Attendees from many countries report that societal structures still make contract work challenging for many, especially parents and those with health concerns or disabilities.

- **Labor laws have not kept pace with the shift to remote and contract/gig work.** In the U.S., states have new laws making contract and remote work more challenging, many of these passing right before or while COVID made gig/contract work more popular and necessary for many people.

- **Career service providers report that not all regions are experiencing a great resignation,** including Canada and Singapore.

- **Flexible work arrangements are the fastest-growing desire of employees** in the post-COVID workplace. Companies are struggling to adapt work arrangements to meet these demands.

- **Individuals are re-evaluating and seeking to align their work with meaning and purpose.** The pace of change turns this desire into a benefit for companies as people who feel their work aligns with their purpose learn faster and are more effective at work. Companies see this and are using purpose assessments during the hiring process to determine alignment.

- **Employee expectations are shifting, and women are demanding new ways of working.** Employers must adapt with new ways to help women meet their needs and wants, including better fit with values, flexible hours, hybrid work options, better pay, more meaningful work, and more visibility. Women are returning to the workforce at different rates. Middle management women are 3 times more likely to find new jobs.
- Childcare constraints in the U.S. are contributing to women’s exit from the workplace as childcare and the educational system have become unpredictable support systems to maintain a regular work schedule.
- Many career service providers see clients who are weary of the accelerating pace of change within the workplace. Many of them are also struggling with the pace of change.
- Individuals have become “digital nomads,” working while traveling. Some want to travel, and others are moving from high cost of living areas to lower cost areas. Many are facing the limitations of corporate policies and laws that require residency in a country, region, or state – even when the work can be done remotely.

- Companies are experimenting with new ways of creating culture among remote teams with varying degrees of success. They have tried virtual team-building activities and improved their systems to set goals and metrics, track results, and communicate across the organization.
- Many employees are feeling isolated despite the perks of remote work and worry about how working remotely will impact their career advancement prospects.
- Career service providers see more women clients looking for part-time roles as they search for better integration of life and work responsibilities.
- Career practitioners are serving more women who work in or are entering male-dominated fields, especially technology careers.
- Many professionals who lack entrepreneurial skills or desires are struggling to match the pace of change and looking for more traditional roles in the corporate workplace.
- Education has shifted during the great re-evaluation across K–12 and higher education as institutions face pressure from industry and students explore the benefits of flexible education. They are competing against remote learning options and increased focus on short-term training and certificates instead of degrees.
- Companies and educational institutions have adapted to virtual operations, using technology to improve communication and collaboration. Employees have, for the most part, also adapted, but some individuals feel left behind and not confident in their technology skills.

As the future of work is shifting exponentially, so must career and job search coaching. With options such as freelancing, gig work, and independent roles each supported on unique platforms, coaching will involve helping clients navigate and pursue the options that align with their passions and values.

Beverly Harvey
• The income from gig work is below livable wages in many fields and geographic locations. Terms like “poverty in work” are being used to describe these workers in North America and Europe. Some specialized gig workers are achieving high levels of income.

• The definition of early, mid, and late career has shifted with new generations moving positions more frequently. Individuals now see themselves as “mid-career” and “senior” in their careers within fewer years. Changing positions, companies, and careers more frequently is quickly becoming commonplace.

Today’s challenge is helping clients succeed in non-linear career paths and non-linear hiring practices. Those that ‘do a job search’ will be left behind. We need to help clients engage and position for work that is meaningful to them by ‘being the work’ they want to do regardless of their employment situation.  

Deborah Burkholder

Solutions

• Career service providers help clients navigate job search for remote roles with an increasing understanding of the complexity of requirements for these roles, including 95% of remote roles having a geographic location requirement for applicants.

• Career professionals guide clients to define what they mean by “meaningful work” and identify what is not working in their current role to better articulate the true motivations behind career change.

• Career practitioners coach clients to determine their work style and find opportunities where they can succeed, including evaluating shifts to entrepreneurship, permanent remote work, gig work, and more.

• Career service providers are partnering with mental health professionals to take a holistic approach with clients reconsidering their career and life during the Great Re-evaluation. They are improving their coaching skills and knowledge, including gaining skills in mindfulness and stress reduction to navigate these conversations and partnerships.

• Career management coaches have replaced the “career ladder” model with a jungle gym or climbing wall where professionals create non-linear career paths and learn new skills to make challenging career moves.

• Career service providers help professionals in all fields make portfolio careers a reality, reviving an old concept to match the opportunities in the digital age.

• Career professionals guide clients to take actions to mitigate proximity bias and manage their career advancement while working remotely, including strengthening relationships with peers and managers to avoid being “out of sight, out of mind.”

• Career service providers are guiding clients to articulate their values, skills, and purpose; set boundaries; and have conversations with employers to better identify opportunities that will match their values and career goals.

• Career professionals have more resources to help independent freelancers and contract workers and are seeking out more skills in this area. They are helping more clients in their 50s and 60s explore the realities of consulting and entrepreneurship and then start businesses or access consulting opportunities.

More and more of our clients will be looking for remote, part-time, and/or freelance work. Career service providers need to be increasingly familiar with the platforms and strategies that can help them and be ready to change the way we coach.  

Cathy Alfandre
THE NEXT:

- **Income tax, retirement planning, labor laws, minimum wage/universal income, data privacy, and health insurance policies/structures** will adapt to enable global mobility and freelance, gig, and remote work as employees and employers desire less dependence on a company and more flexibility in work arrangements.

- **Organizations will seek to support individuals and maintain corporate infrastructure in the new hybrid workplace** as employees worldwide desire a mix of in-person and remote work.

- **Team identity will shift from within an individual company or organization toward industry or affinity groups.** Companies will redefine team culture as workplace tenure decreases and create structures that allow teams and working groups to quickly build rapport.

- **The Great Re-evaluation will continue** as individuals continue to find more opportunities for creative work and new work/life integration.

- **More turnover within companies will change succession planning within organizations** and require a broader global network for employers across their industry and/or functional roles.

- **Increased turnover will decrease bias toward shorter term jobs** (job hopping). Resume strategies will still aim to create a **cohesive story of career trajectory** but with less focus on covering up short job tenures.

- **Employers will create structures to mitigate proximity bias** as the workforce becomes increasingly hybrid with some employees returning to offices and others remaining remote.

- **Requirements for residency in a specific country, region, or state will decrease** as companies seek to fill increased open positions with global remote talent. Visa and other requirements will be revisited in the U.S. and beyond. Infrastructure improvements (telecommunications, childcare, transportation) will enable remote work for more people in more areas.

- **Salaries for gig work will rise again as the supply of gig workers subsides post-COVID** and global supply/demand of this type of talent evens out.

- **Women will be slow to return to more traditional types of corporate jobs** due to the prolonged uncertainty with COVID and a desire to mitigate work-life challenges.

- **Career service providers will be conscious of the bias in technologies** and research technologies prior to recommending them as aids in career exploration, interview preparation, and job search activities.

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*The Great Re-evaluation in the workforce is also seen in declining college enrollment. Students are re-evaluating return on investment against student loan debt and career opportunity. What if colleges stopped focusing on major choice and asked students to first focus on their purpose, to evaluate potential place, position, pay, and performance, and allow major choice to become secondary.*

**Dr. Cheryl Minnick**

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*Today 56% of recruiters fear they will have openings they can’t fill. While some solutions like returnships improve opportunities to fill these gaps, employers need to throw out the handbook and look for creative strategies to attract, engage, and retain women in the workplace.*

**LaTasha Williams**
DIVERSITY & THE EVOLUTION OF LEADERSHIP

FEATURED THOUGHT LEADERS:

THE NEW:

- Leaders of all backgrounds are being challenged to create inclusive organizations and lead with empathy. Companies are asking leadership candidates about their diversity philosophies and expecting a different style of leadership. Companies and individuals realize the impact of covering at work on mental health, innovation, and profitability and seek to create inclusive organization cultures to benefit all of their employees.

- Leaders are increasingly globally minded and are broadening their definitions of inclusion and equality. As Generation Z takes a larger role in the workforce and more Millennials move into leadership roles, diversity of the workforce is shifting as are expectations of leaders.

- Performance evaluations have changed with virtual work and new leadership expectations. Employees are being asked to do more self-evaluation and may experience less authentic feedback as leaders struggle with virtual delivery.

- Executives have more public presence and need to embody the values of their company. Employees, prospective employees, and consumers expect this visibility and reward public demonstrations of values by companies and leaders.

- Job seekers, consumers, and employees are expecting companies and leaders to step up sustainability efforts. These stakeholders and investors are putting more priority on corporate actions to decrease impact on the environment and increase awareness campaigns around their efforts and impact.

- There is a thirst for true leadership within organizations. Organizations recognize this need and are bringing in more leadership and development programs to help leaders adapt to these new expectations.

It’s not always what you say, but how you say it that can make the difference to the listener. While being known as a truth-teller at work is a good thing, it is equally important to be known as a person who understands and implements timing and tact in their delivery.

Dr. Wanda Pemberton

Being your authentic self at work and at home is taking a whole new meaning. As coaches, we must acknowledge our clients’ cultural backgrounds and heritages while we encourage them to adapt to new contexts without losing their identities along the way.

Norma Davila
More emphasis and resources have shifted toward career advancement for underrepresented leaders in corporations around the globe. Data around the business case for diverse leadership and inclusive cultures has combined with social equality movements to create action within companies to achieve diversity goals and change organizational cultures.

Organizations are funding research within universities to examine shifts in leadership and diversity and inform programs within corporations.

### Solutions

- **Career service providers are reframing the pressure on underrepresented leaders to advance their own career.** They help organizations identify the internal and external barriers to advancement for underrepresented leaders. They coach clients to find mentors. Career professionals teach leaders across organizations to be allies and advocates.

- **Career practitioners work within organizations and with individuals to understand and align their core values.** Many professionals do this within the context of personal branding, which guides individuals to understand who they are and what is important to them so they can then align to the corporate brand.

- **Career service providers partner with clients to craft diversity statements, coach them to tell their leadership story, and guide more traditional executives to adapt their leadership style to align with today’s expectations.**

- **Career professionals provide leadership coaching to individuals and within organizations to execute professional development programs, improve leadership effectiveness, and help leaders be more authentic and empathetic, especially while leading remote teams.**

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The business case for diversity in executive teams remains strong.

<table>
<thead>
<tr>
<th>By gender diversity</th>
<th>By ethnic diversity</th>
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<tr>
<td>Why diversity matters</td>
<td>Why diversity matters</td>
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<td>Delivering through diversity</td>
<td>Delivering through diversity</td>
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<tr>
<td>Diversity wins</td>
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<td>47%</td>
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<td>43%</td>
<td>44%</td>
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<tr>
<td>2014</td>
<td>2017</td>
</tr>
</tbody>
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When you allow rising stars to work in the sea of their strengths you honor who they are as human beings and give them an amazing opportunity to take your organization to new heights even after you’re gone.

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Dr. Carol Parker Walsh

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We’re firmly ensconced in the 4th Industrial Revolution, and there’s no going back. We as career professionals need to understand and prepare clients to navigate the intersection of 1) technology, including usage and access, 2) DEI and anti-racism policies and practices and their impact on job search and advancement opportunities, and 3) human-centered and authentic skill-based approaches to professional development.

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Chidi Okpala

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Dr. Carol Parker Walsh
Career professionals coach clients to have consistent career conversations with their managers throughout the year and to come prepared with the accomplishment stories they have prepared.

Career practitioners guide clients in articulating their career story by recording accomplishments frequently and learning how to communicate these stories consistently internally and externally. They use these stories and other strategies to improve client confidence, take advantage of opportunities, and increase visibility.

_Measuring intersectional data helps to ensure that certain groups are not falling through the cracks of the very programs designed to support them._

-Murray A. Mann-

*Career professionals coach clients* to have consistent career conversations with their managers throughout the year and to come prepared with the accomplishment stories they have prepared. 

*Career practitioners guide clients* in articulating their career story by recording accomplishments frequently and learning how to communicate these stories consistently internally and externally. They use these stories and other strategies to improve client confidence, take advantage of opportunities, and increase visibility.

_Capture and be ready to share your ‘brag bites.’ – Dr. Marsha Haygood_

_Start meetings with a ‘moment to own it.’ – Sarah-Jane VandenBerg_

_Tell clients to ‘keep their receipts’ or notes of appreciation to reference later. – Dr. Carol Parker Walsh_

_Take 15 minutes every Friday to document your accomplishments for the week. – Lynda Grossman_

_Keep a brag folder on your computer. This helps my students capture the stories that grow their confidence, knowing they are doing more than ‘just going to college.’ – Dahlia Ashford_

_Coaches work with clients to understand their motivations and stories, to tell their stories with a balance of vulnerability and professionalism, and to have the difficult conversations necessary to advance their careers. They are helping them live their brand, not just speak it._

_Career professionals work with clients to use digital tools to create engagement, connection, and community, not just count followers._

_Companies have begun focusing on the intersectionality of social identities to evolve more inclusive workplaces. Intersection data is used to design targeted approaches for specific groups as needed, including recruitment, onboarding, development, retention, and advancement of underrepresented employees._

_Companies are focusing on the advancement and development of women, especially women of color, as more companies recognize the impact of these intersecting identities on this population’s career advancement and the historical lack of focus and resources on their development._

**THE NEXT:**

*Government institutions and nonprofit/non-governmental organizations will follow the trend of corporations and use personal branding tools to help employees understand their values and align these values with the organization for increased retention and effectiveness in work tasks._

*Focus on leadership, engagement, and retention will increase as people leaving their jobs continues at a high rate. This will open opportunities for internal advancement and external mobility for individuals looking for a career or job change._

*Organizations will promote diversity as a path to fairness in career development and promotion, as well as a path to engaging individuals in the new world of work._

_Employee culture is defined by the worst person in a leadership position. Leaders need to embody inclusive leader characteristics: listen, communicate, have empathy, be trustworthy, and be respectful._

-Dr. Marsha Haygood-
- **Organizations will learn to harness the positive power of tribalism** and diminish the workplace impact of the “us versus them” narratives common in today’s society.

- **As younger generations move more into leadership roles**, the focus on diversity and inclusion will grow. Leaders will have a more global view or work, talent, and equality. The expectations for leaders to be accessible, active in advocating for social issues, and visible on social media will increase.

- **Educational institutions, professional associations, and other training organizations will provide more training in social skills and emotional intelligence** to prepare employees at all levels – and especially future leaders – who need these skills for the new expectations of leadership.

  The focus on **Internal Mobility is increasing 20%** year-over-year since COVID-19. The Great Reevaluation is accelerating this further as a DEI retention strategy. Employers are expanding mentoring initiatives beyond just high potentials to include underrepresented employees at all levels. Many of those who have benefited often feel ‘over-mentored and under-sponsored.’ Employers need to build sponsorship into their DEI career advancement programs. While sponsors select who they champion, career professionals can prepare clients on how to position themselves to secure sponsors and leverage other career-advancing activities.

  **Murray A. Mann**

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**Thank you again to our featured thought leadership contributors:**

*You can’t change the world on your own. You can’t change the world looking at where he or she is from. But together we will change the world, looking at and honoring who we are as human beings.*

**Chidi Okpala**
RECOMMENDED RESOURCES

Jobs of the Future (Back to Section Content)

- Report on the perception of artificial intelligence in career services: 

- Technology to guide identification of skills needed for jobs of the future: 

- Talent shortage through 2030: 

- Artificial intelligence (AI) in corporate coaching: 
  https://joshbersin.com/2021/07/ai-enabled-coaching-is-hot-and-theres-lots-more-to-come/

- AI in labor market analysis and career guidance: 
  https://www.bayesimpact.org/en/bob

- AI-enabled and online coaching tools: 

- Population growth data globally and aging of the population: 
  www.populationpyramid.net, 

- Salary increases: 
  https://fortune.com/2021/12/08/workers-biggest-raises-years-inflation/, 
  https://www.kornferry.com/insights/featured-topics/employee-experience/2021-salary-survey#survey, 
  https://www.roberthalf.com/blog/salaries-and-skills/salary-trends-for-2022-numbers-to-know, 
  https://www.cnbc.com/2021/09/01/college-graduate-starting-salaries-are-at-an-all-time-high.html

- Crypto jobs: 
  https://civicscience.com/crypto-is-creating-newfound-wealth-and-job-freedom-for-many-americans/

- Data on people leaving the workforce (retirements or resignations) and number of open positions: 

- Data on the jobs of the future and current hiring trends worldwide: 

- Fastest-growing jobs in the U.S.: 
  www.bls.gov/emp/images/growing_occupations.png, full list here: 
  https://www.bls.gov/emp/tables/fastest-growing-occupations.htm

- Jobs at risk of disappearing with AI: 
  https://www.careeraddict.com/disappearing-jobs

- Data on jobs and skills needed in the future: 
  https://todayslearner.cengage.com/robots-need-not-apply/

- Australian data on students studying for jobs that will be automated: 

- Companies offering education benefits: 
  https://www.onlineeducation.com/features/companies-with-education-benefits-guild

- List of learning opportunities available online (many free): 

- Micro-credential trends: 
  https://hechingerreport.org/more-students-start-earning-stackable-credentials-on-their-way-to-degrees/

- Using labor market information in career coaching: 
  https://youtu.be/9FAPw-gyrOU
Certified Personal Branding Strategist program: www.careerthoughtleaders.com/personalbrandingstrategist
Certified Career Transition Coach program: https://www.careerthoughtleaders.com/certifiedcareercoach
Micro-internships: https://youtu.be/fM8PSYq2FtQ

Diversity, Equity & Inclusion in Hiring (Back to Content Section)

- Neurodiversity: https://www.disabled-world.com/disability/awareness/neurodiversity/
- Artificial intelligence (AI) and other technology in hiring and bias: https://www.brookings.edu/research/challenges-for-mitigating-bias-in-algorithmic-hiring/, https://www.morningbrew.com/hr/stories/2021/11/08/eeoc-is-scrutinizing-potential-bias-arising-from-ai-in-hiring
- Using AI to eliminate bias from hiring: https://hbr.org/2019/10/using-ai-to-eliminate-bias-from-hiring
- Systems dedicated to removing bias from hiring or improving talent pool diversity: https://ideal.com/unconscious-bias/, https://www.talenya.com/, humanly.io
- Recruiting tools focused on increasing diversity: https://www.pymetrics.ai/
- General trends in diversity recruiting, including use of AI: https://included.ai/5-emerging-trends-in-diversity-recruiting/
- ADA Job Accommodation Network with resources for people with disabilities to understand hiring laws and their rights: https://askjan.org/
- AARP employer pledge to hire workers age 50+: https://www.aarp.org/work/job-search/employer-pledge-companies/
- Social group identity conversations in coaching: [https://www.facebook.com/285140204327/videos/640529119900031](https://www.facebook.com/285140204327/videos/640529119900031)
- Company focus on hiring for diversity now and in the future: [https://www.jobvite.com/lp/2021-recruiter-nation-report/](https://www.jobvite.com/lp/2021-recruiter-nation-report/)
- Being an ally as a career practitioner: [https://www.facebook.com/285140204327/videos/920316821774700](https://www.facebook.com/285140204327/videos/920316821774700)

**Hiring & Job Search Technology (Back to Section Content)**

- Job search tools: [https://huntr.co/](https://huntr.co/) Chrome extension that allows sharing progress with a coach; [https://career.club/career-club-one/](https://career.club/career-club-one/) organizing and research tool; [https://www.tealhq.com/](https://www.tealhq.com/) Chrome extension for organizing/tracking search; [https://jobseer.ai/](https://jobseer.ai/) Chrome extension that matches skills from LinkedIn profile and facilitates company research and referral identification; [https://www.loopcv.pro/](https://www.loopcv.pro/) application that automates applications and allows targeting; [https://www.jobiri.com/en/](https://www.jobiri.com/en/) system that helps throughout job search
- Investments in job boards: [https://hrexecutive.com/4-reasons-global-hr-tech-investment-is-surging-in-2021/](https://hrexecutive.com/4-reasons-global-hr-tech-investment-is-surging-in-2021/)
- Artificial intelligence (AI) in interviewing: [https://youtu.be/Bv-CgR1UfiA](https://youtu.be/Bv-CgR1UfiA)
- Social media profile personality scoring tools: [https://humantic.ai/](https://humantic.ai/), [https://www.crystalknows.com/](https://www.crystalknows.com/)
- AI in sourcing: [https://youtu.be/Mk48hkI--LY](https://youtu.be/Mk48hkI--LY)
Keyword scoring tools: https://www.jobscan.co/, https://skillsyncer.com/
Keyword research tool specific to LinkedIn: https://linkedin.github.io/career-explorer/
LinkedIn automation (research before use and use wisely!): https://phantombuster.com/, http://hyperise.com/blog/linkedin-automation-tools list of tools
Resource to stay abreast of new tech tools: https://www.producthunt.com
Online portfolio sites: https://github.com/, www.wintheview.com,
How to improve online applications: www.careerthoughtleaders.com/library/job-search/9220401
Recruiter reads every resume: https://www.linkedin.com/pulse/what-you-need-know-applicant-tracking-systems-andrew-seaman/
Formatting and applicant tracking systems: www.resumewritingacademy.com/blog/resume-trends/1008612
Artificial intelligence (AI) and applicant tracking systems (ATS): https://youtu.be/XOItnj2EDg4
Program to learn to write resumes that attract human readers and score highly in resume scoring systems: www.resumewritingacademy.com/rwa
Novel that imagines the future of artificial intelligence and genetic engineering: Klara and the Sun by Kazuo Ishiguro
Program to learn to write social media profiles: www.resumewritingacademy.com/certifiedprofilewriter
Training for guiding job seekers in use of social media: www.careerthoughtleaders.com/socialmediajobsearch
Training to create digital branding strategies: www.careerthoughtleaders.com/Certified-Digital-Branding-Strategist

Hybrid Work & The Great Reevaluation (Back to Section Content)
Graphic on growth of independent workers: https://www.mbppartners.com/state-of-independence/
Women in the workplace: https://womenintheworkplace.com
Women in middle management more likely to find jobs: https://www.techrepublic.com/article/women-and-middle-managers-will-lead-the-great-resignation-into-2022
Article sharing an example of freelancers making a good living: https://www.cnbc.com/2021/03/22/28-year-old-fiverr-freelance-writer-bought-a-car-for-50000-dollars-in-cash.html
Resources for independent / contract workers: [https://www.mbopartners.com/](https://www.mbopartners.com/)


Recruiters worry they can’t fill roles: [https://www.getapp.com/resources/recruiting-challenges-2021/](https://www.getapp.com/resources/recruiting-challenges-2021/)


Storytelling training program for career services providers: [www.resumewritingacademy.com/certifiedcareerstoryteller](http://www.resumewritingacademy.com/certifiedcareerstoryteller)

Diversity & The Evolution for Leadership (Back to Section Content)


Intersectionality at work and the advancement of women: [https://www.linkageinc.com/resource-library/intersectionality-white-paper/](https://www.linkageinc.com/resource-library/intersectionality-white-paper/)


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