

CAREER JAM 2015

WHERE EXPERTS FORECAST
THE NEW & THE NEXT

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Findings of 2015 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 sixth annual Career Jam (formerly Global Career Brainstorming Day), when career professionals from the United States, Canada, Spain, Sweden, 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 2015 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!

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Within each of the following categories and subcategories, two brainstorming questions were asked: What trends are just starting to emerge? (The New) and where are we headed? (The Next). In the report that follows, you'll find a synopsis of different ideas representing thought leadership across wide and diverse areas of practice in the most critical areas of lifelong career management.

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CAREER MARKETING MESSAGES & DOCUMENTS

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

THE NEW:

Resumes, Cover Letters & Other Career Marketing Communications

- **Resumes are still necessary for most candidates and focus on telling stories to provide clear and compelling proof the candidate can make a company more money than they are making now.** The resume is not an accomplishment list; it shares how the candidate brings value to the employer, closes gaps, and addresses pain points. Most writers agree storytelling does not require pronoun use within resume text.
- **Writers are balancing the power of story with the trend of less words on a page.** This is the value of a professional writer—to sift through and help a candidate decide what is most important.
- **Resumes range from one to more than four pages.** Executive resume writers are creating longer resumes that executive candidates are not necessarily sending out, but using to prepare for the interview. A one-page infographic or “splash page” is being used as an introductory piece and as a networking document.
- **Visual elements help resumes look different from the other 100 resumes sent in for every open position.** Formatting focuses on highlighting unique accomplishments while aligning with the target industry or company culture. Resume writers are keeping applicant tracking systems (ATS) in mind, but writing a unique document for each candidate.
- **Resume writers are including recommendation quotes on resumes.** Some are also including assessment results. Like any other information on a resume, these additions are selected to highlight a candidate’s specific value and unique brand.
- **Professionals are creating personalized logos on resumes and other marketing documents, such as business cards, to create a consistent and seamless brand.** This can be useful depending on the industry and when used in a subtle manner. Professionals need to research when the use of a logo is appropriate for their position level and industry.
- **Addresses are omitted on the top of resumes.** Leaving off home address can be a strategic benefit for those searching outside of their current location. Conversely, including address information can be a strategic benefit for those searching locally, as employers still favor local candidates and may include zip code or city in their search criteria in applicant tracking systems and LinkedIn search.
- **Resume writers in Europe state that candidates are finally moving away from including personal details on their resume.**
- **Resumes are less important for candidates in high-demand roles.** In the current market, there are many positions where employers are struggling to find talent, and candidates in those roles are finding the resume to be less critical in the hiring process.
- **Career professionals and recruiters state that Infographics can already be perceived as old-hat, so if they are used they need to be innovative and informative.** Ultimately, the recruiter wants to know how good you are at what you do and if you are relevant to your market.
- **Infographics may have value within networking scenarios,** but not for recruiters who input a CV/resume onto their database. A networking infographic concisely encapsulates the career summary to distinguish networkers from others in the room. The infographic must be compelling, including color or tables.

- **Cover letters are still needed. Many career professionals advocate its inclusion in the body of an email.** The purpose of the letter is to get the reader to open the attached CV/resume, but it needs to be focused and *relevant* to get attention. As many employers see letters as less necessary, and some employers use it to screen out candidates, some career professionals warn letters may harm candidates more than help them.
- **Cover letters need to be brief, articulate a summary of the candidate, and communicate a consistent personal brand.** Powerful letters often start with a sentence that catches the employer's attention and includes something about the company. Bullets are frequently used in letters to make content easy to skim.
- **Value proposition and pain letters are growing in popularity.** These letters are sent direct to hiring managers through regular mail or email and describe the value a candidate brings to a company or their solution to a company's "pain." This is a cold-call sales approach.
- **Graduate recruitment is shifting to put more importance on a cover letter.** How graduates represent themselves in email can make a big difference to success. Their cover letter/email should be a professional introduction, which has warmth and powerful content. Behavior is also important: following up after an interview with an email and responding to emails promptly gives the employer confidence the candidate could communicate with a customer and demonstrates good work ethic.
- **How a candidate makes the recruiter feel is important—something most candidates seem to ignore.** How candidates treat recruiters is a sign of how they behave as professionals, and this behavior factors into a recruiter's choice of who they recommend to the hiring manager.
- **People are reading resumes on all kinds of devices.** Resumes need to be formatted for every type of device. Career professionals are creating career marketing documents that are modular in nature and teaching clients to customize the pieces.
- **Handbills are being misused.** These one-page summaries of professional accomplishments and skills include a list of target companies. Coaches state that these should not be used in informational interviews where the focus is building rapport.

THE NEXT:

Resumes, Cover Letters & Other Career Marketing Communications

- **Applicant Tracking Systems (ATS) will adapt to read the many different types of resumes created to meet today's job search needs.** Professionals may need several documents for use in different situations—a resume that works in ATS and an infographic resume for networking and other situations.
- **Resumes will focus more on projects than experience.** They will provide context to guide hiring managers in reading the document the way the job seeker wants them to read it. Storytelling will become more prominent in resumes and LI profiles.
- **Hybrid documents will emerge, offering a combination of work history, professional brand, and accomplishments.**
- **Resumes are ripe for disruption with younger generations gravitating to visual or video resumes.** More innovative ways of capturing attention and showcasing how candidates contributed will emerge.
- **Career communications will become more strategic.** Candidates will research the organization and decision maker to understand the type of communication they prefer. They will create documents that have distinct value, determining how creative or traditional their communication should be based on these factors—even considering the font and look of the document and alignment to an organization's internal communications.

- **Blind resumes will gain traction to prevent discrimination.** Recruiters will develop tools and strategies for conducting blinds screenings to increase the likelihood of selecting the best candidate.

THE NEW:

Social Media Profiles, Video Bios, Web Portfolios & Other Multimedia Tools

- **Everyone understands that LinkedIn is the place for professionals to be found by recruiters in the US.** An optimized profile will receive more views. The profile must express a clear brand and use keywords that recruiters will use in search. LinkedIn profile stories must compliment, not duplicate, the resume.
- **LinkedIn profiles need to add valuable content beyond the resume while matching in terms of experience.** Recruiters reported that some candidates leave essential information out on LinkedIn. Candidates look like a fit on LinkedIn, but not when they supply their CV/resume. This wastes time for recruiters AND candidates.
- **A LinkedIn profile headline is critical to increase click-throughs.** The headline is important in LinkedIn search rankings and in getting readers to click on a profile within the list of search results.
- **Although a picture is considered necessary on a LinkedIn profile for converting readers, many applicants still omit the photo for fear of bias.** Coaches and candidates should consider all factors in deciding whether to include a photo.
- **LinkedIn profiles are preferably written in first person, using pronouns to create a conversational feel.** Some industries and positions may still use a third person, more formal approach.
- **Recruiters attending Career Jam in London have never seen video resumes in their recruitment efforts,** although there's been a lot of talk about them. Career professionals recommend professional video services.
- **Online platforms are allowing candidates to capture soft skills.** Candidates can develop online data first to show the employer the depth of their background and capture soft skills that traditional career marketing methods can overlook.
- **Web portfolios may be dying or becoming more specialized for professionals in creative or technical fields.** Other platforms (notably LinkedIn) have made it easy to establish an online presence and share projects/media without building a separate site. Creative and technical professionals are using personal website as an opportunity to showcase their work.
- **Visual resumes are becoming more popular (Pinterest, for example).** Websites where candidates can create their own visual resume like visualizeme.com and resume.me are not catching on.
- **Some candidates are using one-page websites that are mobile-friendly.** These are an alternative to LinkedIn profiles, which some candidates do not want to use for job search if they are currently employed.
- **More media is being incorporated into LinkedIn profiles.** Graphics, media, video, and other demonstrations of candidate skills and results are increasingly important to differentiate candidates.
- **Adding video capabilities and options may be a factor in keeping LinkedIn vital.** Some career professionals report video resumes have more influence and work more effectively than infographic resumes.
- **Professionals in high-demand careers (e.g. software engineers) are misspelling job titles and certifications in their profiles to hide from overzealous recruiters.**

THE NEXT:

Social Media Profiles, Video Bios, Web Portfolios & Other Multimedia Tools

- **LinkedIn profiles will need to closely match the profile of the “ideal” candidate to appear in recruiter search.** LinkedIn Recruiter® is rolling out the capability to search beyond skills/keywords and create an automatic match between a target profile and others that are an ideal fit.
- **Questions arise about the future of LinkedIn and possible reversion to traditional resumes/CVs.** Is LinkedIn close to its peak? Will it continue to dominate personal branding in the US, or will other tools replace it? Will Millennials, who are not currently widely adopting LinkedIn, use it more as they grow in their careers? Other documents/profiles will be needed as employers seek to make the hiring process easier and more reliable.
- **LinkedIn will become the first review point for recruiters seeking to use mobile applications, especially for mid-size and smaller businesses.** Company career websites are lagging in mobile compatibility, so recruiters looking to access the growing talent pool who want to apply via mobile will use LinkedIn and other existing sites to gather and review applications.
- **Other social media profiles will become important in career marketing.** As employers expand their use of Facebook, Twitter, Pinterest, and even Snapchat to recruit, professionals will need profiles that appropriately communicate their professional and personal brands on these platforms.
- **Career marketing documents will become more flexible to meet demands of the mobile reader.** They will become shorter and mobile-optimized; mobile apps will gain more traction.

JOB SEARCH

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

THE NEW:

Online Job Search, Job Boards & Niche Job Sites

- **Job postings on LinkedIn show candidates how many applicants there are for a position.** Premium accounts can see how they compare to the applicant pool.
- **Looking for jobs posted in LinkedIn Groups rather than using the “Jobs” functionality can be extremely valuable.** Jobs posted in Groups show who posted the position and may attract a smaller candidate pool.
- **Traditional high-volume jobs posted on job boards represent about 5% of all jobs.** These postings are still effective for employers, though much less so for job seekers. Candidates should be careful with the amount of time they spend applying to positions online.
- **LinkedIn has elevated the role of a job board by making more information available**—in addition to learning about the job itself, candidates can use LinkedIn’s search functions and networking tools to find out about the employer, the culture, and current employees and to make direct connections.
- **Applicants need to appreciate the complexity of job titles.** Job titles vary greatly and candidates will be more successful if they research titles through the company website, LinkedIn, and informational interviews.
- **Craigslist is used as a job board by Millennial candidates.** It is especially useful for small employers.
- **It’s still a “10-10 market.”** If employers list 10 skills, job seekers need 10 or 11 to get a response from a job board posting.
- **In London, job boards mainly carry jobs from agencies, which candidates don’t always understand.** Candidates can use job boards to filter out which agencies are likely to work well for them.
- **Niche job boards are still effective, including alumni job boards.** Career professionals recommend researching to find niche job boards related to type of work, geography, and/or industry. Diversity and other niche job board (veterans, etc.) can be fruitful. ADP’s AIRS directory lists 85 pages of job boards broken out by industry and career field. Professional associations provide a similar experience with their job boards.

THE NEXT:

Online Job Search, Job Boards & Niche Job Sites

- **Candidates need to speak with multiple recruitment agencies during active job search.** Recruiters reported that career coaches told candidates to focus on a select few—recruiters at the London Career Jam disagreed with this approach. Dealing with a few recruiters works best when candidates are placed and decide to keep in touch with preferred recruiters to stay abreast of opportunities, but NOT during an active job search.
- **Job search strategy must be driven by a candidate’s target market** and professionals must adapt their use of social media and other tools to meet their customer (next employer) where they are.
- **Mobile applications will become the premier method used by job seekers to search and apply for jobs.**
- **LinkedIn is becoming increasingly less functional for the majority of users as free functions become paid and functions get moved to more expensive levels of membership.**

THE NEW:

Networking – Traditional, Social & LinkedIn

- **LinkedIn Groups have been reformatted.** There are no longer open groups, promoting better quality discussions while dissuading blatant self-promotion and spam.
- **Facebook is the place for informal job search**—making connections and building a brand through low-key positioning. Pinterest and Twitter can be used for the same purpose.
- **Pinterest is being used more for job search.** Career professionals recommend locating curated boards with relevant content, researching the owner, and making a connection.
- **College students don't fully grasp the concept of networking.** Sending a request and adding a connection within any social media channel is not networking! Career professionals are changing the framework, creating targeted events where students can meet employers off campus as they get ready to graduate.
- **It has become more difficult to use the introduction/connection features on LinkedIn.** Even with tools that supposedly make it easy, it is still hard to connect with someone you don't know. Job seekers need that personal referral. A straight email is more likely to receive a response than a LinkedIn message.
- **Senior professionals are becoming disillusioned by the number of approaches from recruiters of poor quality and for roles that are too junior.** To gain trust from seasoned professionals, recruiters need to show they are professional, understand the candidate and their standing, and offer appropriate new opportunities.
- **People who land jobs typically created their own sales force via a good networking strategy.** Their network knows their soft skills and can speak on their behalf. Some career coaches recommend professionals create a “board of directors”—important people in the professional's circle that they communicate with regularly.
- **Job seekers succeed by working backwards**—identifying a company they want to work for and looking for someone in their network who can introduce them to someone at the company.
- **Career professionals are preparing clients to look at networking differently**—an opportunity to gather information. Candidates are still struggling with networking—some defining it as a mutually mortifying experience—as they assume they need to ask for a job. Career professionals are using structured networking forums to provide opportunities for clients to practice networking.
- **Candidates are more responsible for their job search but lack the knowledge to create networking and job search strategies.** Job seeking has become more complex. Many job seekers are still focused on applying online. Candidates have trouble seeing the benefits of the time and energy networking requires.
- **Candidates are struggling to navigate networking, and especially online networking, to look for a job while they are employed.** A few solutions for this challenge: initiate the networking process with trusted contacts and understand how personal branding in one's current role can enhance job search are. Career professionals recommend frequent LinkedIn profile updates so it doesn't sound alarms when candidates make changes. Candidates should not act defensively when asked about changes to their profile.
- **People are getting interviews after Twitter conversations with the right people.** However, many young people don't like Twitter (because of difficulty in filtering information), and seem to congregate more on Instagram and messaging tools.
- **Students and recent graduates are underutilizing LinkedIn.** Understanding how to use this tool to grow visibility and engage their network will benefit this audience.

THE NEXT:

Networking – Traditional, Social & LinkedIn

- **Job seekers will need continue to need training on communicating effectively during networking opportunities.** In an interconnected world, job seekers must always be “on,” ready to introduce themselves and make a good impression.
- **Industry-specific social media channels will continue gaining popularity.** Job seekers will have more success connecting with good-fit opportunities and recruiters will source more qualified candidates on these sites.
- **Candidates and coaches will be most effective by considering the job seeker’s networking style when developing a networking plan.** Some professionals might start with people they do not know to practice the networking process and others may do better starting with those they already know.
- **Career professionals will find increased demand for coaching candidates in how to network.** Coaches who can reframe networking for candidates and help them build long-term relationships will flourish. There will be more demand for creating networking scripts with candidates to make it easier for others to help them.
- **Individuals will gain more comfort with connecting and building a varied online network.** As the intertwining of professional and personal identities online continues and new generations comprise more of the working population, the transparency of sharing will increase online.

THE NEW:

How Employees Are Screened, Interviewed & Hired

- **Forty-eight percent of recruiters say they cannot find a good candidate.** There are more resumes submitted for each open position, but there are fewer qualified candidates.
- **Phone and video screening are on the rise.** Both types of screens vary widely in quality on both sides of the equation, what the recruiter learns about the candidate and what the candidate learns about the job. Many companies are using Skype for video screening.
- **Video-recorded interviews (self-recorded answers to pre-selected questions with no interaction) have become commonplace.** Some companies are requiring candidates to provide 60–90-second pitches during the application process. These can be transcribed and scored by software like HireVue. Video interviews are difficult for college students—giving them one more area where they face pressure to perform.
- **Use of assessments for hiring continues to rise, particularly at the early stages before serious interviews.** It has become an automatic part of the screening process for some companies. The most commonly used assessment, Predictive Index, is viewed as highly accurate.
- **Companies are slow to make offers and candidates are beginning to fatigue with the length of the hiring process.** Many interview processes are using multiple interviews, some site up to 6 interviews, causing candidates to lose interest. Candidates state that filling out job applications is worse than college admission or mortgage applications. Companies are realizing they are losing the best talent because of this process.
- **Talent Analytics instruments help employers understand motivation and values.** Employers are saying they know that people who succeed in this job have a specific talent profile and that this instrument proves it. These results are influencing who they want to hire.
- **Online Situational Judgement tests are becoming more common, especially for the cohort of HULT’s Masters and MBA students.** Situational judgement interview questions are also being used.
- **Many larger organizations seem to be disengaging from Twitter.**

- **LinkedIn is still seen as a must-have for the next 5 years.** In the UK and the US, a recruiter is almost certain to check out a candidate on LinkedIn.
- **Some evidence suggests companies are increasing use of criteria-based or competency-based recruitment** hoped to ensure candidates have the desired skills. As this process does not take personal and cultural fit into account, some report it is resulting in new employees not getting along with managers (poor fit).
- **Recruiters and companies want diversity of talent, but they don't have the language to define that in a search.** Recruiters are becoming more savvy in looking for new places and other platforms. This enables them to find the soft skills they are missing in the traditional search methods.
- **Recruiters and recruiting companies are asking for references sooner and, in some instances, are asking for more references (up to 8!).** Candidates will do well to understand when it is the appropriate time to share their references and have them prepared ahead of time.
- **Candidates are reporting that companies are not negotiating salaries.** Career professionals still recommend candidates approach job offers as negotiable and collaborate with employers to find the best starting place for the employment relationship.
- **Some companies are using case study interviews.** These interviews ask the candidate to solve a business problem. Candidates should prepare to show what they know without giving too much away.
- **Searching for passive candidates—those who are currently employed and not actively seeking a new position—is still preferred by many recruiters.** Employers are finding job seekers online, especially those with specialized skills, and may never post the job to a board.

THE NEXT:

How Employees Are Screened, Interviewed & Hired

- **LinkedIn might want to consider allowing recruiters to link the (highly accurate) Predictive Index to LinkedIn profiles,** enabling searches for candidates with the hard skills and ingrained traits that are accurate predictors of success in a role.
- **On-campus recruiting may disappear except for elite universities.** Recruiting firms and employers will find better, more cost-effective ways to attract top candidates.
- **Companies will recruit students early through internship and co-op experiences.** Some companies are starting these relationships in middle and high school through partnerships with local school districts.
- **Companies that want to improve community relations will add job training/development** to develop staff within key functions and create positive community vibe.
- **Companies will become more focused on what they are great at and not try to do everything.** Experts at Harvard Business School are writing and speaking on “Dare to Be Bad.”
- **There will be an increase in the use of psychometrics / online situational judgement questionnaires in the first stage of recruitment.** This will be a first-stage filter rather than later in the process to check fit. This is not necessarily seen as a good thing in recruitment as it can eliminate good candidates too early.
- **The trend in hiring and recruitment will swing back to more personal levels of engagement in the recruitment market.** Recruiters will be strategic in building relationships through affinity groups and proactive social media connections to develop sourcing pools.
- **Companies are screening via assessments that measure emotional intelligence. The focus on these “soft skills” will grow.** This will be at odds to the nature of ATS that focus on hard skill search. Apps will emerge with the ability to search for soft skills. Additional assessments for soft skills will develop.

- **Terry Berry and Modern Survey (MS) is looking at employee engagement from employers and workers within client companies.** Soft skills are becoming hard skills within the employment industry.
- **Referrals will continue to be the leading means for recruiting and selecting employees** as employers see them as a good way to identify candidates that possess the hard and soft skills required for the job.
- **New sites are emerging that give candidates more control, e.g. Hired.com.** It is like LendingTree.com. Employers will compete and bid for you.
- **Career development organizations like Career Thought Leaders will partner with HR professionals** to improve the job search process for mutual benefit.
- **Platforms will emerge where employers can easily search for talent.** Technology will arise to make the recruiting process faster, enabling companies to capture the best talent.
- **We will see a juxtaposition of the traditional model where candidates approach employers.** We'll see a shift towards pitching talent. There will be Talent Fairs as opposed to Career Fairs, where employers will stop by individual candidate's booths, and Talent Boards will emerge to replace Job Boards.
- **Legal battles will influence if recruiters can use LinkedIn profiles, Google searches, Facebook, and video during sourcing and screening of candidates.**
- **Blind interviews will become more prominent.** Personality and attitude will continue as important factors in candidate selection and the balance between "fit" and diversity in hiring will continue to cause tension.
- **Institutions, professional organizations, and training providers will begin to provide digital badging to students and professionals.** These badges will help employers determine soft skills competency as part of the hiring process.
- **Gamification will be incorporated into the hiring process,** requiring job seekers to simulate a job during the interviewing or application process.
- **Big data will continue to influence the recruitment process through predictive hiring models.** Variables will be adjusted to prevent discrimination inherent in many modeling tools.

CAREER PLANNING & MANAGEMENT

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

THE NEW:

Personal Branding

- **VideoBio is a great tool for branding—making oneself unique and distinctive.** It has morphed from an in-person video recording to a self-recorded system with prompts and instructions.
- **Personal brand statements between one line and four sentences have become common place** to communicate an individual's value to a client or company. Professionals should be able to write a Twitter bio (140 characters!) for themselves—essentially a branding statement.
- **The understanding that personal branding is life-long and not solely associated with job search is becoming more prevalent.** Personal branding is being taught on college campuses and within corporate settings as employer branding becomes essential to recruiting the best talent. Assessing personal brand with young people may not be accurate as they don't know who they are—what drives and motivates them.
- **Branding is the career version of reality TV ... there is a desire to see real people living authentic lives.** Coaches are encouraging people to be authentic—true to themselves and their values.
- **There is a misconception that personal branding is only online.** Branding is the process of determining and communicating the candidate's unique promise of value and important in how they show up every day—online and in person.
- **Branding and re-branding are here to stay.** Successful personal branding includes involvement in a professional's industry, clarity of value proposition, and development of a cohesive, non-compartmentalized professional identity.
- **Professionals are building their brands by sharing thought leadership content.** Resources to share thought leadership include Help a Reporter Out (HARO) and Quora.com.

THE NEXT:

Personal Branding

- **People will continue to struggle to comprehend the concept of personal branding.** The mindset of “selling” people needs to change. Individuals will become more comfortable with the new paradigm of intermingled personal and professional branding.
- **The Predictive Index assessment may be incorporated into the branding process,** as it provides a profile that is very detailed and on-target.
- **Today there is no longitudinal employee data to show the value of assessments and branding on younger generations.** That data will emerge over time.

THE NEW:

Online Identity Management

- **Twitter and LinkedIn can be more relevant to a recruiter than a CV/resume.** How candidates use Twitter matters; they can demonstrate they are forward thinking or passionate about their industry. Recruiters look for candidates who reply and engage on Twitter. Engagement illustrates personality and personal brand.
- **Professionals who use their LinkedIn profile will have better outcomes.** Having a profile is not enough to build a personal brand. Coaches recommend sharing relevant articles, engaging in group conversations, and/or sharing original content (using LinkedIn Pulse or other blog tools). Some professionals are paying consultants to do this on their behalf.
- **Blogging remains a great tool to create an online brand and to rebrand for career change.** Many individuals are using LinkedIn Pulse to blog and LinkedIn groups to share their blogs.
- **A “Tweet this” link in blog articles makes it easy for people to share a key point from a blog post.**
- **Some professionals are still resistant to social media because they hesitate to appear boastful or are concerned with information security.** Some don’t understand the difference between social media (Facebook) and professional networking sites such as LinkedIn.
- **LinkedIn and the entire “sharing economy” can be a challenge for people who have been accustomed to keeping things private.** In some cases, social and cultural norms dictate against over-sharing and boasting.
- **Engagement is key for building an online brand and is becoming less prevalent on LinkedIn.** Candidates will rank higher among their peers with a proper headline, photo, endorsements, recommendations, summary, college, and honors, and with regular activity. Some career professionals recommend LinkedIn premium for the duration of search. Others advocate that candidates can learn to use the system without the upgrade.
- **Facebook is gaining traction as a supporting act in the job search process.**
- **Young people are using Instagram not necessarily directly for careers, but for engaging with brands and developing their personal brand,** especially in certain careers (e.g. fashion).
- **Job seekers are using Branded.me and About.me to manage their online identities.** BrandYourself.com is also a resource for managing “digital dirt” and revamping online presence.

THE NEXT:

Online Identity Management

- **Employers will continue to relax their LinkedIn policies and scrutiny, allowing professionals to increase their visibility and establish a stronger online brand.** Companies will be less nervous about staff having LinkedIn profiles and more companies will seek consultants to help staff create LinkedIn profiles that maintain and enhance their employer brand.
- **As social media platforms come and go, professionals will need to strategically determine those that work for them.** Social media use for online brand development will become more strategic by considering user data and studies like those done by JobVite.
- **Professional will conduct “digital spring cleaning” to continually monitor their online presence.** Digital renovation will be needed regularly to keep professional brand up to date.
- **Innovative marketing strategies will be developed for communities who cannot build a brand using social media.** Tools will evolve to meet the needs of those who have had identity theft experiences or have a philosophical issue with social media and the lack of privacy.

THE NEW:

Strategies for Workplace Success & Advancement

- **Professionals who manage distant relationships/dispersed staff will find this skill considered an asset in today's workplace.**
- **Millennials and younger generations want a "sherpa," a guide to help them with pretty much everything.** They'll scale any mountain but don't want to do it alone for the first time.
- **Friendliness counts.** Given two equally qualified candidates, employers will choose the one whose face looks friendlier and who have a reputation for working well with others.
- **Coaching for success during the first 90 days is becoming more commonplace.** Coaches are assisting professionals with setting goals, finding a mentor, and succeeding in a new role.
- **Instead of making career change, there is a trend for clients to stay with their current employer.** They are learning to work from a different point of view.
- **Candidates are moving between companies, not within companies, when they do change roles.** A Gallup poll showed 93% of Americans leave their employer when they change roles.
- **Networking across an industry or broader base than a professional's current company is becoming more important in career advancement.** As opportunities for advancement within companies have stagnated due to lower retirement rates, professionals are looking to move between companies to advance.

THE NEXT:

Strategies for Workplace Success & Advancement

- **Likeability will continue to be the bottom line for hiring and advancement decisions.** Coaches will be called on increasingly to assist individuals with building their emotional intelligence and improving relationship-building skills.
- **Companies will provide fewer on-the-job training opportunities and hire candidates who already possess the skills needed for the job.** Professionals will plan their own professional development through training, certification, and badging programs. To advance, they will need to prove their emotional intelligence.
- **Candidates will embrace taking control of their careers and keep updated accomplishment logs.** These will be used not only for annual/quarterly reviews, but in preparation for negotiating raises and interviewing for promotions or new positions. These accomplishments should focus on specific contributions individuals have made to the company.
- **Candidates will not depend on their current company to manage their career advancement.** Companies will expand resources and programs that educate and empower employees to manage their own careers.

CAREER COACHING & COUNSELING

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

THE NEW:

Emerging Theories, Tools & Practices

- **More clients are working a “portfolio” of jobs.** Working several jobs at a time increases stability, provides additional earning power, and creates opportunities for professionals to build skills.
- **The contract or “gig” economy requires different skills.** Career industry professionals are teaching candidates how to manage their careers as a collection of projects instead of climbing a career ladder.
- **Career coaches are adding approaches that assist candidates in building their confidence.** As competition in the workplace and mobility of candidates increases, confidence in articulating one’s skills is becoming more important for career success.
- **More professionals are seeking career assistance through virtual channels.** Career professionals will need to increase their skills and find tools that enhance virtual delivery of services.
- **Professionals are learning to take calculated risks when considering career/job change and career advancement.**
- **New career development theories are focused on professionals managing their own career paths.** The University of Baltimore’s Career and Professional Development Center has a model for professionals to chart their own career paths.

THE NEXT:

Emerging Theories, Tools & Practices

- **Career choice will be embedded more intentionally in the K-12 education system.** As the job market becomes more competitive and talent harder to find, educational systems will recognize the importance of early reflection around career choice or contemplating careers. Programs will open students’ eyes to other options about the traditional approach of high school to college.
- **Brain-based coaching and neurolinguistics will become more prevalent in career coaching.** Career professionals will increasingly study and use neuroscience to navigate and change behaviors.
- **Career development theories will arise for those who are retiring and need to maintain an income.** New tools, assessments, and strategies will emerge to help retirees turn hobbies into income.
- **Virtual work will continue to increase in popularity.** Career professional will have tools to help job seekers explore virtual opportunities in addition to traditional on-site jobs.
- **Professionals will become expert career managers and career management will become a popular career counseling topic.**

THE NEW:

Career Discovery & Exploration, Assessments & Other Tools

- **There is a pull away from traditional career assessments.** The Myers-Briggs is not being used as much in career exploration. Assessments that focus on emotional intelligence, strengths, career interests, and behaviors are growing in popularity.
- **Coaches are using new models of coaching that help professionals become self-sufficient.** Examples include GROW, Career Report, and the WOWI.
- **Career exploration and decision making is taking previous experience into account.** For competitive and economic reasons, candidates are focusing more on building on experience. Coaches are assisting professionals in evaluating their prior roles, especially those who have been with companies for a long time.
- **Activities that promote client-directed career discovery are growing in popularity.** These can include card sorts or other self-reporting measures that help clients identify strengths, skills, and interests in the context of their experience and build on this experience as they make career decisions.

THE NEXT:

Career Discovery & Exploration, Assessments & Other Tools

- **The importance of partnering with a career coach to review an assessment will be more evident.** As individuals have increased access to assessments, they will seek out career professionals to create actions from the insights they provide.
- **Career exploration will continue to be influenced more by trends in job growth.** While identifying an individual's passions or interests remains important, economic pressures will continue to influence career selection—from college major decisions to experienced professional career transitions.
- **Career planning will encompass what is next and what is after that.** Coaches will encourage clients to consider plans beyond their immediate plans.

THE NEW:

Long-term Unemployed, Overqualified Candidates, Older Candidates & People with Barriers

- **The current low unemployment rates are not truly reflective of people who are underemployed,** have given up, retired early under duress, or otherwise are not counted in the ranks of the unemployed.
- **Creativity and reinvention help candidates find new opportunities.** Not everyone has these strengths. Job seekers at all levels seem to have a lack of self-esteem. Those with a period of long-term unemployment need to be engaged in some way (education, volunteer, project work) so as not to appear desperate.
- **Outplacement is no longer being purchased for hard-to-employ departing employees—e.g., older workers** let go after decades with a company.
- **The hard to employ share a few key traits.** Many don't know how to look for a job or how to set themselves apart from other qualified candidates. Many are resistant to change. They will benefit from training on professional communication and job search techniques that empower them to adapt to today's search.
- **High unemployment has prompted creativity and entrepreneurialism** in some populations.
- **Companies don't pay for training of any kind.** They expect employees to come in with the requisite skills and are reluctant to invest in training especially for jobs with typically high turnover.

- **In his book *Drive* and related TED Talk, Daniel Pink described the triangle of three factors that motivate and engage people: autonomy, mastery, and purpose.** Studies show that many people are unhappy at work today, as one or all three of these elements may be missing from their jobs. Candidates need assistance reframing their motivation for work. Many candidates who envisioned themselves retired by this stage in life need to reconnect with their motivation for working.
- **Overqualified candidates need assistance preparing for interviews** to focus on their strengths and prepare to tell the story of why they want to step down. If they understand the employer's view and can address their fears in taking the risk to hire them, the employer will be able to listen to how the candidate's experience can add value.
- **Candidates with barriers need coaching to understand and address their barriers.** Many older workers, for instance, can adjust how they present themselves to use their experience as a benefit. Coaching can also increase the confidence of those with barriers to minimize the focus the candidate and the employer place on the barrier.
- **Younger adults are facing barriers due to a lack of social and interpersonal skills.** This may be perceived or real, and addressing this skill in career communications and interviewing is critical for their success.
- **Candidates with disabilities may benefit from disclosing the disability if the question is asked explicitly in the application.** Some career professionals noted that companies may be asking the question because they are looking for diversity. Career professionals are building relationships with disability advocacy centers to better assist job seekers with disabilities.

THE NEXT:

Long-term Unemployed, Overqualified Candidates, Older Candidates & People with Barriers

- **Employers will, by necessity and experience, see that active candidates and people with barriers can be excellent employees.** As more candidates have barriers and do not fit the "ideal" candidate profile, and talent shortage requires hiring managers to look deeper, these stereotypes will start to subside.
- **Coaching will transition to help all candidates be aware of their competition and differentiate themselves while addressing their barriers.** Competitive intelligence will become more important in career and job search coaching and job search will be more proactive and informed.
- **Clients with barriers to employment will form support teams.** Nonprofit organizations and programs will assist these candidates in building teams that include financial planners/educators and social workers in addition to career professionals.
- **Hiring processes which enable discrimination will shift.** Employers will guard themselves from discrimination discussions by not collecting driver's license information, graduation years, and previous salary when it is not pertinent to the job. In some states, the questions about criminal background are already being removed from applications.
- **Re-entry and career development strategies will be needed for the growing transgender community.** Recruiters will need to reshape the recruitment process to accommodate transgendered applications.

THE CHANGING GLOBAL EMPLOYMENT LANDSCAPE

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

THE NEW:

The Changing Face of Jobs & the Diverse, Multigenerational Workforce

- **Both job seekers and employers are more globally focused.** Employers are looking for candidates with global experience/perspective and candidates understand, if not want, a global aspect to their career.
- **Candidates are looking for a portable career; more are seeking virtual or teleworking opportunities.** They want to work wherever they want. Students are excited about the options for careers in this new workforce, including portfolio and portable careers.
- **The global career landscape reflects Daniel Pink's book "Free Agent Nation" more each year.** This book is highly recommended for those seeking a portable or portfolio career. Some clients are still resistant to embracing the shift to the consultant or "gig" economy.
- **More companies are creating projects and employing teams for projects to accommodate for lack of loyalty and job hoppers.** More companies and employees are taking on contracting roles. HR rules still follow a traditional model that doesn't take contracting into account.
- **Companies are increasingly accepting of employees who work multiple jobs or have multiple outside/entrepreneurial interests on their resumes.** Major universities are making students aware of portfolio and portable career options.
- **Candidates who want to increase their skill set are attending digital boot camps.** Many individuals are earning MBAs through online programs. Education is shifting online and more towards short, focused training to provide in-demand skills. This can offer candidates a competitive advantage.
- **Language skills will be of increasing importance to support the global workforce.** Language skills will be listed as requirements for positions more frequently to support the global nature of business.
- **Age is less of a factor in employment.** People are retiring later, extending their employment, or going part-time. The blend of multiple generations in the workplace continues to be an area of concern for employers.
- **Talent is in demand.** Power is shifting from employers to job seekers as the employment market changes.
- **Millennials think completely differently.** They are driven differently. They don't mind jumping around in their career and focusing on projects. Millennials are comfortable marketing themselves in a variety of ways and using what is appropriate.
- **Millennials are highly motivated by purpose.** Contrary to stereotype, they are very willing to work hard when they believe in what they're doing.
- **Millennials need to research organizations and understand company culture, not make assumptions.** Many organizations still operate with traditional communications and slower processes; all candidates, and especially young professionals, need to research a company before applying and interviewing.
- **Generations need coaching to improve interactions with each other.** Executives are taking classes to understand how to interact with Millennials. Coaches will continue to see demand from organizations and individuals to improve inter-generational communication for job seekers and those looking to advance in their career.

THE NEXT:

The Changing Face of Jobs & the Diverse, Multigenerational Workforce

- **“Free agent” employment does not match our economic system.** Proof of employment is needed for mortgage, rental, and other essentials. Structures to support the free agent economy will emerge, e.g., universal health care.
- **Guilds or another structure will arise to support the disconnected/freelance economy.**
- **Career professionals continue to wonder where talent will come from when Baby Boomers leave the workforce ten to fifteen years from now.** Who will support the aging population? Urgency of the need may force societal changes. For example, Germany has welcomed Syrian immigrants with the desire to integrate and train them for jobs that need to be filled, now and in the future, as native populations age and shrink.
- **“Age labs” exist in all consumer companies.** They study what is coming and how they will develop products to support an aging population.
- **Millennials are no longer the youngest generation in the workforce.** Generation Z, Linksters, or Nexters have made it on the scene (young 20s). Employers will adjust hiring and workplace practices to attract this generation and retain the hard-to-retain Millennials.
- **Professionals will adapt as the forecasted skills and labor shortage by 2020 looms closer.** Time will tell what the ratio of talent to opportunity will be in the future.
- **Employers will be competing for candidates.** Candidates will have options. Employers will adjust their processes to take better care of them.
- **There will be more of an emphasis on empowering candidates to write their own employment contracts.**

THE NEW:

Industries & Professions On the Rise & In Decline

- **The military is becoming more selective.** With fewer wars fought on the ground, the military needs people with technical, language, and other high-level skills.
- **Automation and outsourcing are changing what’s left for workers.** Accounting is being outsourced as is coding. The challenge is what to do with people who are being replaced by technology.
- **The trades professions are still great options for people.** A shortage of candidates with the skills required to succeed in the trades is a real problem for employers.
- **Coaches in the U.S. indicate there is a need for more workers skilled in information technology, healthcare, skilled trades, and gaming.** Translation/interpretation, compliance, environmental, and marketing roles are also expanding. Some note an over-abundance of pharmacists. The forecasted decline of middle-skilled jobs does not seem to be apparent yet.
- **The demand for many jobs differs greatly by region.** For instance, teachers are being laid off in Chicago and recruiters in Denver are having trouble filling teaching positions.
- **Lawyers are finding creative ways to use their skills.** As demand in some arenas shrinks, they are working within compliance and the nonprofit sector.
- **Entrepreneurship is continuing to grow as a viable option for job seekers.**

THE NEXT:

Industries & Professions On the Rise & In Decline

- **The top 10 jobs in 2020 haven't even been invented yet!** Requirements for basic jobs will continue to get higher and prompt changes in education. For example, the math to pass GED/HiSET is much harder today than it was just a few years ago. Algebra is required, and the next iteration will require trigonometry.
- **Many jobs will become obsolete through automation. Professionals will succeed by considering how they can add value to increasing technology instead of resisting it.** All professionals will need to pay attention to industries that are declining and new jobs that are growing. Career professionals will coach clients in adapting to technology, gaining the skills needed for in-demand careers, and understanding what positions and industries may become obsolete as automation increases.
- **All professionals who pay attention to industry trends, those growing and those declining, will have a competitive advantage.** Professionals in all industries can no longer afford to put their heads down and work hard, they must also pay attention to trends and proactively gain the skills necessary to be in demand in the future. Career professionals who stay on top of these trends will be better prepared to assist clients.
- **Retirees and professionals seeking part-time work will participate in the new "gig" economy job opportunities.** New jobs similar to Uber and Airbnb will continue to offer these opportunities.

CHALLENGES FOR CAREER PROFESSIONALS

Industry Trends, Tools & Practices | Challenges for Our Industry

THE NEW:

Industry Trends, Tools & Practices

- **University career services are in two distinctly different groups:** 1) poorly trained, understaffed, and unable to providing great value; 2) forward-thinking, doing a great job, and adept at helping students become fully prepared for the job search.
- **The term “Career Services” may morph to “Career and Professional Development,”** as explained by Andy Chan from Wake Forest University in a TEDX talk titled “Career Services Must Die.”
- **Career professionals are seeing a rise in inquiries**—perhaps due to pent-up demand from people remaining in jobs they didn't enjoy who are moving now that the economy is improving.
- **Client searches are becoming more local**—the pendulum has swung back.
- **Pinterest, Instagram, and social media platforms *other* than LinkedIn are powerful branding and networking tools for career professionals.** Company Facebook pages and company LinkedIn pages have not yielded opportunities. Some coaches use Buffer or Pablo to set up social media calendar.
- **Career professionals are using networking to build their own practices.** They check social media to see what others are doing and look for organizations where they can speak to build credibility and visibility.
- **Career advice is being sought more by professionals worldwide as the technology involved in search increases.**

THE NEXT:

Industry Trends, Tools & Practices

- **Career professionals will need skills in proactive career management and job search.** Clients will be more successful when they have a coach to help them navigate a constantly evolving employment landscape.
- **A new role for career professionals will emerge similar to Hollywood or sport agents.** Talent Agents will represent job seekers, pitch them, and manage their careers or portfolio careers.
- **New tools will be developed to help clients improve their employability skills.** These tools will address emotional intelligence and job search skills such as virtual interview preparation.
- **The US Department of Education will connect with career development organizations and professionals to incorporate career literacy into the curriculum in a consistent manner.** As career decision making and career management skills become more important, they will become standard subjects and school counselors will have more support to teach these subjects.

THE NEW:

Challenges for Our Industry

- **It's important to be careful of silos; be open to and aware of what's around us.** Career professionals need to stay current and informed about the pipeline of new developments in the field and major world events. We need a wide knowledge to help our clients understand and recognize the opportunities.
- **The quality of on-campus recruiting relationships has gone downhill.** Recruiters are younger, less qualified, and less knowledgeable. Turnover is high, thus on-campus relationships cannot be maintained.
- **Resources that help us stay informed:** 1) Inc., Fast Company, Success; 2) local business journals; 3) E-resources: The Muse, Flipboard, Pocket, Twitter Moments, Ask the Headhunter.
- **Technology that helps us (some may also be helpful for our clients):** 1) monitoring tools: Google Alerts, Newsle, Mention; 2) content aggregators: Reddit, Quartz, BuzzFeed, Mashable; 3) meeting and webinar platforms: GoToMeeting, JoinMe, Webex, FreeConferenceCall.com; 4) scheduling systems: Calendly, YouCanBookMe, TimeTrade; 6) inbound marketing tools: Hubspot, Infusionsoft.
- **Coaching is unregulated, career coaching particularly, and the public doesn't always have a positive view of the profession.** Encouraging independent professionals to engage with professional bodies is challenging, as is educating society that career management is a serious and beneficial profession. The International Coaching Federation is becoming a bigger force and setting the standard in the coaching industry.
- **Career professionals are taking opportunities to increase their skills and ease the feeling of isolation.** These include attending online training and conferences, asking questions on e-lists, hiring a coach for themselves, and participating in LinkedIn discussion groups. Many careers industry professionals are attending conferences in other industries to stay on top of trends.
- **Career professionals are challenged with analysis paralysis.** Information access and the need to stay up-to-date on trends, employment data, company news, and more becomes overwhelming.
- **Marketing methods that career professionals find effective:** writing blogs, building affiliate relationships, and using social media. The use of YouTube is increasing.
- **College career services are challenged with limited resources and small staff.** Institutions are slow to adjust to evolving trends in resumes and to add career development courses.
- **Career professionals are learning to qualify candidates.** Independent practitioners are learning not to accept clients who are combative or reveal a track record of going through several coaches without help.

THE NEXT:

Challenges for Our Industry

- **Our innate ability to synthesize—absorb information, see and interpret trends—will become increasingly important** as the quantity of information increases and clients face an increasingly complex employment environment. It is one of the most valuable things we offer our clients.
- **Recognition of the value of career management coaching will increase as entire job families disappear.** The rate of change through technology (e.g. robotics replacing white collar jobs) will mean people need more help managing their careers.
- **Discussion about regulating the career coaching and resume writing industry will begin.** Career development professionals will get involved with public policy conversations concerning recruitment, career development, and education.

- **Technological solutions will emerge that include people, i.e. connecting talent to opportunity through other platforms.** Candidates will still need resume writers and career professionals to help them in developing a strong brand, marketing themselves, and navigating the job search.
- **Social media will continue to evolve and require flexibility.** Career industry professionals will need to stay up on the latest trends for building online brands for themselves and their candidates—learning how to implement new platforms like Periscope, Snapchat, and others will be a constant challenge.
- **Hiring technology will continue to evolve.** Career industry professionals will also need to stay aware of changes in sourcing tools, applicant tracking / resume scoring systems, interviewing, and other technologies to best prepare candidates for job search.
- **Career coaches and resume writers in private practice will determine how to use Facebook campaigns for company pages and other new marketing tools.**

Recommended Resources

Consolidated List From Career Jam Events

- **Article:** “When Making Career Moves, Americans Switch Companies” Brandon Rigoni and Bailey Nelson, <http://www.gallup.com/businessjournal/186311/making-career-moves-americans-switch-companies.aspx>
- **Article:** “Your Emotional IQ Predicts How Much You’ll Make” by Mandy Oaklander <http://time.com/3593413/emotional-intelligence-salary/>
- **Article:** “To Achieve Excellence, Dare to Be Bad” by Michael Blanding <http://www.forbes.com/sites/hbsworkingknowledge/2015/06/17/to-acheive-excellence-dare-to-be-bad/>
- **Assessments:**
 - Terry Berry and Modern Survey (MS): www.modernsurvey.com
 - Strong Interest Inventory: <https://www.cpp.com/products/strong/index.aspx>
 - SkillScan: <http://www.skillscan.com/counselors>
 - Skill and behavior assessment: www.predictiveindex.com
 - DiSC
 - MBTI
 - WOWI: www.wowi.com
 - Strengthsfinder
 - 360 Reach
- **Books:**
 - *100 Conversations for Career Success* by Laura M. Labovich and Miriam Salpeter
 - *Free Agent Nation* by Daniel H. Pink
 - *Drive* by Daniel H. Pink
 - *The 2-Hour Job Search: Using Technology to Get the Right Job Faster* by Steve Dalton
 - *Career Counseling* by Mark Savickas PhD. <http://www.apa.org/pubs/videos/4310737.aspx>
 - *Conversational Intelligence: How Great Leaders Build Trust & Get Extraordinary Results* by Judith Glaser
 - *Your Queer Career: The Ultimate Career Guide for Lesbian, Gay, Bisexual, and Transgender Job Seekers* by Riley B. Folds III
 - *The Infographic Resume* by Hannah Morgan
- **Coach Certifications:**
 - Certified Brain-Based Success Coach
 - Certified Career Transitions Coach
- **Niche Job Board List:** https://www.airsdirectory.com/mc//training_forms_jobboard.guid
- **Online Image Management Tools:** Brandyourself.com, <https://about.me>

- **Presentation:** Where Will Future Jobs Be? 2015 UK Career Development Institute: [http://www.thecdi.net/write/AC2015/Pres/Carol Stanfield 031106 where will future jobs be CDI.pdf](http://www.thecdi.net/write/AC2015/Pres/Carol%20Stanfield%20031106%20where%20will%20future%20jobs%20be%20CDI.pdf)
- **Reports:**
 - [A Labor Market that Works: Connecting Talent with Opportunity in the Digital Age](#)
 - [A Window of Opportunity for Europe](#)
 - [Basic Digital Skills: UK Report 2015](#)
 - [Career Planning & Adult Development Journal: Career Development in Corporations](#)
 - [Career Preparedness & Lifelong Learning: A Global Perspective](#)
 - [CareerBuilder Reveals Hot Industries for Job Growth Over the Next Five Years](#)
 - [CareerBuilder: The List: 20 Industries Expected to Have Huge Job Growth Through 2019](#)
 - [Global Human Capital Trends 2015](#)
 - [Job Seekers Unprepared to Take Advantage of Employment Market Opportunities](#)
 - [Jobvite: Infographics with Impact](#)
 - [Jobvite: Job Seeker Nation Study](#)
 - [Jobvite Recruiter Nation 2015](#)
 - [Jobvite 2015 UK Social Recruitment Survey](#)
 - [LinkedIn Global Recruiting Trends 2015](#)
 - [Talent Attraction Study: What Matters to the Modern Candidate \(Europe\)](#)
 - [Talent Attraction Study: What Matters to the Modern Candidate \(US\)](#)
 - [The Agile Technology Guide for Modern Recruiters](#)
 - [What the Most Successful Job Seekers Do Right](#)
 - [Women on Boards in Europe: Second Progress Report](#)
 - [Women in the Workplace](#)
- **Resources:**
 - The candidate experience: <http://www.thetalentboard.org/> and <http://www.careerxroads.com/colloquium/files/TheCandidateExperienceMonograph.pdf>
 - Career advice for young adults: <http://www.themuse.com>
 - Career model focused on personal engagement: <http://www.ubalt.edu/campus-life/career-center/>
 - Coaching structure, GROW Model: <http://www.performanceconsultants.com/grow-model>
 - Content curators: Reddit, Quartz, BuzzFeed, and Mashable
 - Inbound marketing tools: Hubspot, Infusionsoft
 - Job search strategy triangle by Dick Bowles: <http://www.jobhuntingu.com/wp-content/uploads/2014/03/untitled-122.png>
 - Meeting and webinar platforms: GoToMeeting, JoinMe, Webex, and FreeConferenceCall.com
 - Networking as netweaving: www.netweaving.com
 - Online brand monitoring tools: Google Alerts, Newsle, and Mention
 - Recruiter perspective: www.Asktheheadhunter.com
 - Salary surveys: Gartner and Glassdoor

- Scheduling systems: Calendly, YouCanBookMe, and TimeTrade
- Transgender career issues, Out for Work: <http://outforwork.org/>
- Veteran-friendly employers: www.vetjobs.com.

- **Social Media Management:** Buffer and Pablo
- **TED Talk** by Daniel Pink: http://www.ted.com/talks/dan_pink_on_motivation?language=en
- **TEDX Talk** “Career Services Must Die” by Andy Chan: <http://www.tedxlawrenceu.com/speakers/andy-chan/>
- **Thought Leadership Development:** www.HARO.com, www.Quora.com

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