

# CAREER JAM 2016

WHERE EXPERTS FORECAST  
THE NEW & THE NEXT

*Sponsored by*

CAREER  
THOUGHT  
LEADERS



RESUME  
WRITING  
ACADEMY

## ***Findings of 2016 Career Jam: Where Experts Forecast The New & The Next***

Career Thought Leaders Consortium  
<http://www.careerthoughtleaders.com>

*Findings from this report may be quoted or reproduced  
with attribution to Career Thought Leaders Consortium:*

<http://www.careerthoughtleaders.com/whitepaper/>

#CareerJam | @CareerTL

# Career Jam: Where Experts Forecast The New & The Next

Presented by the Career Thought Leaders Consortium  
Friday, December 9, 2016

## SUMMARY

We are proud to present the findings from our seventh annual Career Jam (formerly Global Career Brainstorming Day), when career professionals from the United States, Canada, Spain, 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 2016 are uniquely positioned to identify and employ the best trends in career management and job search to help their clients succeed in a challenging global employment market.

## EDITOR

**Marie Zimenoff**

CEO, Career Thought Leaders Consortium  
[marie@careerthoughtleaders.com](mailto:marie@careerthoughtleaders.com)

**Facilitators:** Cori Ashworth, Ellen Bartkowiak, Michelle Carroll, Wendy Gelberg, Renee Green, Jessica Worny Janicki, Jan Melnik, Ruth Pankratz, Elisabeth Sanders-Park, Ruth Winden

**Scribes:** James Beeman, Margie Cherry, Dave Cordle, Julie Hau, Sharon Krohn, Lakeisha Mathews, Carolyn Shoemaker, Ivy Wong, Marie Zimenoff

**Career Thought Leaders Advisory Board:** Ellen Bartkowiak, James Beeman, Michelle Carroll, Maike Hennig, Jan Melnik, Ruth Pankratz, Ruth Winden

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

# CONTENTS

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

	Page
▪ <b>Career Marketing Communications</b>	
Resumes, Cover Letters, & Other Career Marketing Communications .....	4
Social Media Profiles, Video Bios, Web Portfolios & Other Multimedia Tools.....	5
▪ <b>Job Search</b>	
Networking – Traditional, Social & LinkedIn.....	7
How Employees Are Screened, Interviewed & Hired .....	8
▪ <b>Career Planning &amp; Management</b>	
Personal Branding & Online Identity Management.....	10
Strategies for Workplace Success & Advancement .....	11
▪ <b>Career Coaching &amp; Counseling</b>	
Emerging Theories, Tools & Practices.....	13
Career Discovery & Exploration, Assessments & Other Tools .....	14
Long-term Unemployed, Overqualified Candidates, Older Candidates & People with Barriers .....	14
▪ <b>The Changing Global Employment Landscape</b>	
The Diverse, Multigenerational Workforce, The Changing Face of Jobs & Globalization .....	16
Industries & Professions on the Rise & in Decline .....	18
▪ <b>Challenges for Career Professionals</b>	
Trends, Tools, Practices & Challenges for Our Industry.....	20
▪ <b>Recommended Resources.....</b>	21
▪ <b>Contributors to 2015 Career Jam</b>	
Facilitators .....	24
Scribes.....	25
Hosts .....	25
Participants .....	26

# 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

- **The resume still fulfills three important roles: a promise of value to the hiring manager that is clear and compelling, an introduction of stories for the interview, and leverage for salary negotiation.** Although social media has augmented the resume in these areas, most hiring managers still require a resume at some point in the process and it is likely to be the candidate's first or lasting impression.
- **The resume-creation process, at any level or career stage, still plays an important role in career management.** Whether the final product is a resume, LinkedIn profile, or other document, writing career collateral is transformational for a candidate's confidence because it forces them to look at their specific value, translate it into a future employer's language, and prioritize accomplishments for relevance.
- **Brevity and focus are paramount.** Neuroscience research shows attention spans are shrinking. Documents are focusing more on specific actions and accomplishments with tighter writing to meet today's reading style. Writers are educating candidates on the importance of writing and designing resumes for an easy online read.
- **Coaching clients to write resumes and marketing communications is becoming more challenging as writing skills in the general population decline.** Resume-writing professionals more in-demand. They must represent candidates authentically; a candidate should easily speak to every point presented on a document.
- **Creating resumes and cover letters for applicant tracking systems (ATS) requires greater sophistication as technology evolves rapidly.** Resumes and cover letters used for online applications must be highly customized for success in ATS and differentiate a candidate for the human reader. Systems that score the effectiveness of a resume rise and fall with changes in ATS and do not factor in the most important factor – the human reader.
- **Many of the wide-spread beliefs about what does/does not work in ATS are outdated.** Microsoft Word is still the preferred format for a document to meet technology/reader needs throughout the process.
- **Resumes are increasingly using branding statements and clear value propositions** in a summary or profile section to help recruiters sift through the stack of resumes they receive for a position. The top of the resume is important real estate for differentiating a candidate and piquing reader curiosity to read further.
- **Innovative documents – candidate brochure, creative formats, marketing kits – are substituting for a traditional resume** in some markets / industries. These speak to a candidate's business philosophy, skills, and greatest accomplishments – focusing more on what they can do than where they worked. Professional writers partner with candidates to challenge assumptions and respond to the audience. Skills-based resumes that divorce accomplishments from chronological work history are still not appealing to most hiring managers.
- **The use of professional biographies is increasing across all levels of professionals.** These are no longer exclusively for executives and are being used in networking situations.
- **Hard-copy resumes and cover letters still have value and can help candidates stand out.** Career professionals are using mail merge in Word to send customized cover letters to hiring managers.
- **Resumes and letters are using quotes from references to open doors for clients.** The quote needs to be relevant, authentic, and specific with a reputable source.
- **Following up after applying to a job is still important.** Stay top-of-mind without being aggressive or annoying.

- **Candidates are leaving the full address information off resumes to protect from identity theft.** Reports from recruiters indicate that this can be a negative, so professional writers coach job seekers to understand the audience for the resume before making that decision and to avoid posting their resume to public job boards.

### THE NEXT:

#### **Resumes, Cover Letters & Other Career Marketing Communications**

- **Resume writers anticipate the rise of “expandable” resumes** – a main document providing key information that fulfills hiring manager legal documentation requirements while expanding through pop-ups. These documents will be easy to read on a screen, archivable, searchable, and print-friendly.
- **Resume-building tools used in university career services will adapt to be more user-friendly and mobile-enabled.** Campuses will marry these tools with individualized support to help graduates compete for entry-level positions as employers continue their focus toward candidates with work experience.
- **More resumes will include “badges” that illustrate qualifications,** as the use of badging in higher education and other certification programs grows.
- **An increased focus on internship and externship experiences will help recent graduates compete for positions** when they apply through job boards.
- **Job seekers will adopt “splash pages” similar to those used by professional speakers and authors,** and use these at networking events in lieu of business cards.
- **Employment application (resume/CV, cover letter) expectations are aligning more globally,** and applicants still need to be aware of geography-specific requirements when applying outside their native country.

---

### THE NEW:

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

- **LinkedIn profiles are most effective in first-person format – a virtual handshake – telling a story of a candidate’s career experience and positioning them for future roles.** The profile should draw the reader into the summary through headings or highlights and easy-to-skim formatting.
- **LinkedIn headlines are the most prominent information in a profile and need to reflect a client’s brand.** The default of current title and company is not effective. Career professionals are using titles or keywords that define professional expertise to improve a profile’s ranking in search results. Translating these into the employer language is important, especially for those making challenging transitions (i.e. out of the military).
- **A profile is strongest when the content connects work experience to the overall brand through specific examples.** LinkedIn profiles are continuing to evolve to tell stories and include more examples that go beyond the resume. As profiles cannot be targeted like resumes, career professionals are helping those with portfolio careers or in transition to create an overarching brand, tying together the themes around how they work and headlines that capture all aspects of their brand.
- **Listing a current position on LinkedIn is still critical to appearing in most search results.** Including keywords throughout the profile, especially in the job titles, improves search rankings, as does adding connections, as many recruiters still use free accounts that only show their extended network.
- **Including a call to action in the LinkedIn summary is becoming more popular all professionals.** A call to action does not have to indicate unemployment, it can invite people to connect for many reasons (i.e. subject matter expertise or recruitment).

- **Having a completed LinkedIn profile is becoming more important as companies move to applications that automatically fill with profile content.** These systems use software to score profiles like they score resumes.
- **The need to maintain a LinkedIn profile or other online presence is still not consistently valued or expected in some professions/industries,** particularly in licensed professions (such as medicine), education, and the arts. Although most professionals understand the importance of being on LinkedIn, some are still hesitant.
- **E-portfolios and personal website are still being used to provide broader information about a candidate,** especially in the design fields and for candidates with unconventional career paths.

### **THE NEXT:**

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

- **Candidates who position themselves as thought leaders in their profession** will have a competitive advantage in job search and career advancement. The options for candidates to market themselves online (LinkedIn, YouTube, Twitter, Periscope, Facebook, Instagram, blogs, etc.) will continue to proliferate.
- **Video resumes will not take off, but including video as part of a social profile will continue to gain importance to engage viewers.** Professionals who find a way to create engaging videos – entertaining and informative – that demonstrate their expertise will have a competitive advantage. Video may become part of an “expandable” online resume.
- **Universities will incorporate video into assignments** in effort to engage students and build their skills in communicating on video and working with video technology, positively impacting their job search results.
- **Personal web sites may regain popularity as LinkedIn stops meeting online career communications needs.** Eventually LinkedIn will be usurped and candidates will migrate to social media and recruitment sites focused on special populations and industries. Career professionals look forward to the rise of something more flexible that would allow a candidate to highlight all their areas of expertise.

# JOB SEARCH

## Networking – Traditional, Social & LinkedIn

### How Employees Are Screened, Interviewed & Hired

---

#### THE NEW:

#### Networking – Traditional, Social & LinkedIn

- **As the average tenure of an employee at a company declines, networking is becoming a hybrid or traditional relationship building and continuous career marketing and job search.** Networking across one's industry instead of solely within the current company is becoming more important for career advancement.
- **LinkedIn InMail is not effective to contact hiring managers directly.** Recruiters block InMails or do not respond. Connecting with recruiters (and any job search contact) is best through a warm network. If candidates want to connect cold, they can use tools to find email addresses and email an individual directly.
- **Candidates still need coaching to understand how to use social media, and especially LinkedIn, as a tool to build their network.** Having a profile is not enough. Career professionals are coaching those in active job search and those who want to proactively manage their careers to engage on LinkedIn and are seeing a correlation between level of activity on LinkedIn and shortened job search.
- **Networking with recruiters or staffing agencies can be effective and is often overlooked by job seekers.** This is most effective when candidates research the agencies to ensure a good match and understand how the agency staff prefer the candidate maintain frequent communication.
- **Employers still prefer internal candidates or external candidates with an internal referral to mitigate their risk.** The appetite for training and turnover is low among employers who are not experiencing talent gaps and they consider referrals and individuals with direct experience to be the safest hires.
- **Technology is advancing to support networking efforts.** Systems like Rapportive aggregate information on a contact across email and social media, providing all of a networking contact's information before a meeting.
- **Discrimination against the unemployed is still happening.** Candidates have an advantage when they can position themselves as top contributors and tell a positive story of their career trajectory, whether networking online or in person. Career professionals recommend candidates not highlight "seeking" (read: unemployed) status in their LinkedIn headline, although they may include a call to action in their summary.
- **Networking is becoming more purposeful.** Professionals are seeking out companies of interest that have problems they can solve, building long-term relationships, and taking an authentic, yet strategic, approach. Coaches recommend individuals spend more time understanding the organization/department culture where they might choose to work, and purposeful networking is a key part of this research process.
- **Networking is becoming more personal and authentic.** Professionals are connecting with like-minded colleagues on social media, building relationships, and uncovering new opportunities or target companies. Networking focus has moved from large events to one-on-one conversations.
- **Sound bites have replaced the elevator pitch (canned introduction of self).** It is still important for professionals in any stage of their career to have answers to questions frequently asked in networking situations, and it is more important that they can engage others in conversation than "pitch" themselves.
- **Networking to access 2<sup>nd</sup>-level connections is more effective.** Candidates and coaches that accessing the "hidden job market" means getting introductions from our immediate circle of influence for strategic connections that can offer opportunities.

- **LinkedIn is still relevant for networking and research** even though it is less effective for connecting with recruiters as their use of it as a recruiting tool wanes. Coaches are helping candidates determine how relevant LinkedIn will be for their job search by researching if professionals like them are on LinkedIn and how active their target companies/industries are on the site.
- **Twitter can still be a good place to learn about companies.** Although engagement on Twitter and its use for recruitment is waning, following target companies on Twitter can be valuable for research. A candidate may consider incorporating Twitter into their social networking strategy if their target companies are active there.
- **Working in the “gig economy” (part-time/contract jobs) is creating opportunities for candidates** to network. Career professionals are coaching candidates to have their messaging ready when opportunities arise.

## THE NEXT:

### Networking – Traditional, Social & LinkedIn

- **As LinkedIn regresses to be more like Facebook with people posting non-professional content, it will be important for professionals networking on LinkedIn to be mindful of their interactions.** Candidates will continue to navigate the complexity of being authentic and professional when networking online.
- **The future of LinkedIn groups is uncertain.** Some career professionals share that LinkedIn groups have become much less effective and are advising candidates to seek potential leads elsewhere.
- **A new professional network – BeBee – has entered the market.** This Spanish social network entered the U.S. market recently and is up to 10+ million users. The profile is not as comprehensive, but networking is less restrictive (although career professionals report that it is not as easy to use).

## THE NEW:

### How Employees Are Screened, Interviewed & Hired

- **Gamification of workplace scenarios, psychometric assessments, and online situational judgment assessments have become more common – often before a resume is submitted.** Employers see these pre-selection tools as an effective strategy to deal with increasing numbers of applicants.
- **Screening and interview processes are becoming longer and more challenging** with new technology or assessments, such as emotional intelligence screening, and video-recorded, computer-scored interviews. Across industries, there is an increased use of panel interviews, presentations, and requests for writing samples during the hiring process.
- **Behavior-based interviewing is still the go-to for most companies.** Some are also using situational questions and other methods to evaluate past performance, determine culture fit, and gauge interest.
- **Digital interview screening is becoming more commonplace.** Systems like Hirevue assess what a candidate says and how they say it during a recorded video screening. These systems analyze interview answers for content and some provide personality assessments to hiring managers to assess fit. These tools are increasingly important for companies, as large companies can receive 3,000+ applications per year.
- **Coaches are using new tools to help candidates prepare for digital interviews.** They are conducting mock digital interviews using tools like Skype and InterviewStream, providing feedback, and easing anxiety.
- **Employers are increasingly expecting candidates to have knowledge of the company and industry** before the first interview. Many Millennials and members of Generation Z are not adequately prepared to meet higher interview performance expectations.
- **Innovative virtual recruiting tools are connecting job seekers and companies.** One of these is Brazen Technologies ([www.brazen.com](http://www.brazen.com)).

- **Employers in some industries are realizing talent shortage and are shifting away from treating employees and recruits like commodities.** Employer branding has become commonplace and recruiters are marketing their company to attract the best talent. Hiring processes in these companies are still increasingly rigorous.
- **Some employers are creating programs to engage K–12 students and undergraduates** to build a talent pipeline and improve their employer brand.
- **LinkedIn is becoming less relevant for recruiters in sourcing talent due to rising costs and increasing restriction of free functionality.** Response rates from potential candidates are continuing to drop, so its effectiveness as a recruitment tool is waning. Recruiters are relying more on their own databases and returning to more traditional recruitment methods.
- **LinkedIn’s job posting function is still relevant and popular for mid-level positions and sales positions.** Some companies are using LinkedIn profiles for first review instead of resumes.
- **Employers are challenged by an old system that recruits based on professional documents** in an age when hiring for fit and corporate culture is of increasing importance for retention.
- **The low cost of posting jobs online has amplified job market visibility in many industries.** Some industries, including medicine, health care, education, and the arts, have not seen expansion of online posting use. In industries where there is a talent gap, candidates are finding online applications more effective.
- **Facebook is being used by more companies for employer branding and recruitment.** Currently, this is more for entry-level positions and community organizations (i.e. municipalities or nonprofits). Facebook is also used by companies who hire on college campuses.
- **Career professionals are seeing a trend of candidates applying for lower-level work and negotiating higher salary after an offer.** Success of this method depends on the candidate’s ability to communicate additional value instead of appearing overqualified (and the employer’s perception of fit with an opportunity).
- **Diversity recruitment is reemerging,** and many companies are launching diversity hiring, recruitment, and development initiatives.

## THE NEXT:

### **How Employees Are Screened, Interviewed & Hired**

- **Employer selection processes will continue to become longer, more competitive, and more selective,** using all available tools and technologies to evaluate candidates.
- **Recruiters and employers will continue to broaden technology use across platforms** to identify and evaluate potential candidates, screen applications, and manage the hiring process. This includes expanded use of Instagram and SnapChat.
- **The use of texting in hiring will become commonplace.** This will be another area where candidates must navigate new requirements and expectations, and learn to set boundaries for themselves. Recruiters are becoming more accepting of informal communications like emojis. Professionalism will be redefined and candidates will face uncertainty in the expected type/formality of communication.
- **Employers will continue to use online job boards in most industries** as hiring managers still see the applicant pool for posted positions as a quality place to find talent.
- **The niche job board market will continue to expand.** Their effectiveness will be a key data point of interest to candidates, career professionals, and hiring managers as talent pools shrink in many industries.
- **The application and recruitment process will become more applicant-friendly.** Stakeholders recognize recruiting and hiring practices are broken, and will continue improving them to get the best talent.

# CAREER PLANNING & MANAGEMENT

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

---

### THE NEW:

#### Personal Branding & Online Identity Management

- **Professional communications and career marketing have become more informal and are trending toward informality.** Authenticity in communication and accessibility is more critical to creating an engaging brand.
- **Professionals are building their brands by sharing thought leadership content.** Resources to share thought leadership include Help a Reporter Out (HARO) and Quora.com. Professionals can benefit from learning about tools that streamline thought leadership content sharing on social media, especially LinkedIn.
- **External perception in determining personal brand is more important as branding authenticity becomes more important.** Branding assessments are becoming more popular and coaches are using assessments like the Birkman and the 360Reach to develop phrases that can be used in networking and interviews. Coaches are encouraging candidates to find mentors that can give insightful feedback regarding personal brand.
- **Reputation is becoming more important.** What do those who know you recognize you for? What do you stand for? This is just as important as online brand. As the world becomes more transparent, brand strategists are coaching individuals to align what people see as their areas of expertise currently and what they want to be known for within their community of influence.
- **Personal branding is growing in popularity as a term and under fire from those who see it as superficial.** Career professionals are educating clients that a “brand” is what someone thinks when they think of you, and that it is not about “selling yourself.”
- **Professionals are making the shift to proactive online branding.** Sharing whitepapers, presentations, websites, and other activities to share thought leadership are becoming more accepted, especially by 50+ job seekers who are seeking to rebrand themselves for encore careers.
- **The increasing use of technology by recruiters and rise in online marketing channels make it essential for candidates to strategically select sites based on their target audience,** create powerful profiles on these sites, and actively brand themselves on these channels. The increased use of social media in the recruiting and hiring process has made reputation management more important for all professionals.
- **Views of long-term posts and updates on LinkedIn are decreasing significantly.** Candidates may find better longevity through their own blog if they want to create content and share it on appropriate online channels.
- **LinkedIn users are not engaging as frequently, in groups or with individual updates, and are not keeping their profiles updated.** Strategically selective participation in groups (sharing articles, commenting) can still offer opportunity to build a candidate’s online presence.
- **Recent graduates (now Generation Z) are careful of social media profiles** to the extent of using false names. They seem to be more cautious about sharing personal information online than Millennials. Career professionals still find it important to coach new graduates in understanding what will be found and viewed by employers during job search. As employers pay more attention to Instagram and SnapChat, young professionals need to be more aware of activities there.
- **Career professionals are recommending online brand management tools** like Visibility.com that help manage search results. This can help clean up digital dirt beyond what an individual can remove from social media pages and digital “ditto” – when an individual shares a name or has a similar name to someone with a negative online reputation. Mention and Brand Yourself are other tools for managing online reputation.

## THE NEXT:

### Personal Branding & Online Identity Management

- **Companies and individuals will continue the shift back to valuing in-person communication, creating more opportunities for professionals to exude their brand.** Candidates are seeing success from meaningful interactions at events and meetings and through written communication like thank you cards after interviews or networking meetings.
- **University and community career fairs will offer opportunities for professional headshots and short, professional videos** to give them a competitive advantage.
- **Professionals will continue to accept the new truth that refining, redefining, and communicating personal brand are part of lifelong career management.** Coaches will continue to support these efforts throughout clients' careers, not just when they are unemployed.
- **The door is open for a new social media to replace LinkedIn.** It is unclear whether something new, like beBee, will gain traction, if new industry-specific sites will reign supreme, or if an existing platform like Facebook will enter the business networking and recruiting marketplace in a serious manner. Decreasing engagement from Baby Boomers and increased prominence of Millennials, who are not heavy users of LinkedIn, and LinkedIn's push to paid account are aiding in this transition.

## THE NEW:

### Strategies for Workplace Success & Advancement

- **Career ladders have become more complex and splintered,** without clear paths forward in many industries. Advancement opportunities are more frequently outside of a client's current company, so advancing means building a broader network than most professionals are used to building.
- **Proactively designing career internships, externships, and experiential learning experiences is becoming more common,** even during mid-career change. Use of online, on-demand learning (i.e. LinkedIn Learning, podcasts, or CourSera) is growing as professionals up-skill to achieve career advancement goals.
- **"Side-hustles," "side-gigs," or "portfolio careers" are becoming commonplace.** Part-time employment, volunteer opportunities, or entrepreneurial ventures are more acceptable while employed and gaining ground as strategies for professionals to build skills, network, earn extra money, and tap into other career benefits.
- **Employers are placing more value on emotional intelligence, risk-taking/innovation, and virtual leadership skills,** which are increasingly important for job search success and advancement. Professional presence and public speaking skills are also increasing in importance for advancement. Employers are offering training to teach these and other soft skills, including basic work etiquette.
- **National news and controversies are infiltrating the workplace and altering individual career trajectories.** The ways in which professionals navigate and respond to complex social issues will affect their advancement.
- **Professional associations are offering career coaching as a member benefit.** Professionals are well-served to research associations in their profession to understand potential benefits and opportunities for career advancement, including networking and building visibility as a thought leader.
- **Mentor and sponsor programs are growing in popularity.** Organizations, professional associations, companies, and institutions are creating programs to match people to mentors, explaining the difference between mentors and sponsors (advocates), and encouraging professionals to seek out mentors and sponsors.
- **Employees are increasingly responsible for their career advancement.** Coaches are supporting clients in thinking strategically about their career development, network, and work performance to build their careers.

## **THE NEXT:**

### **Strategies for Workplace Success & Advancement**

- **Employers will expand internal coaching programs to develop employees and help them manage their careers** as career management responsibility falls more to the individual, career paths become more complex, and employer value on self-awareness and emotional intelligence increases. This will also meet the needs of younger generations who expect company-sponsored development programs.
- **Professionals are challenged to continuously grow, learn, and anticipate market changes to stay competitive.** They can no longer remain stagnant as the economy, global forces, politics, and technology cause rapid change in the workplace. Those who adopt an innovative, agile mindset – who are ready to “pivot” – will have an advantage in career growth.
- **The proliferation of emotional intelligence and leadership development programs will have a positive impact on organization cultures.** As employers benefit from this, they will also benefit from an increased recognition that treating employees as commodities is not sustainable. In turn, employees will benefit from enhanced leave policies and more flexible work hours.
- **The stigma against online education will subside as it becomes more popular,** making education more accessible for all professionals to support advancement.
- **Opportunities for in-person networking and reputation building will become more important for career advancement,** as traditional recruiting methods gain more traction in comparison to social recruiting and one’s industry-wide network becomes more important for advancement opportunities.
- **Individuals who understand their biases and can lead diverse workforces will have a competitive edge in their career advancement.** A public discussion of bias in the workplace will continue: ageism, gender, racism, and other factors creating hostile work environments.

## 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

- **Brain-based coaching and neurolinguistics have significantly impacted the delivery of career coaching.** Career professionals are studying and using neuroscience to understand and change behaviors.
- **Career coaches continue to have a holistic approach** – going beyond the tactics of job search or career exploration to consider the candidate’s emotional or familial realities. Career coaches are normalizing a candidate’s life demands to help them move past the fear of family situations and renew confidence.
- **Candidates are shifting to look at life and work integration.** As the focus on work-life balance increases, new tools are being developed to assess work-life balance, including the tools in *CEO of Me* by Ellen Ernst Kossek.
- **Career services models are changing as many universities realize that career development is a campus-wide responsibility, not that of one department.** More colleges and universities are offering career planning classes to integrate career services into the university experience and meet this growing need.
- **Career coaching is incorporating self-efficacy.** Social Cognitive Career Theory recognizes that success stories are critical to determine relevant skills illustrated by past accomplishments and connect the candidate to their self-efficacy.
- **Coaches are using video-taped live streams to practice interview with candidates.** Requests for this type of coaching are increasing as video interviews become more common.
- **Coaches are focused on helping professionals think forward about their careers.** This is a challenge for most established professionals who have a traditional view of career growth.
- **Career theories are moving away from a linear model of career development** to embrace theories like planned happenstance and chaos theory of careers.
- **Although virtual coaching is prevalent, many clients still prioritize working in person with a coach.**

#### THE NEXT:

##### Emerging Theories, Tools & Practices

- **College career services offices will change service deliver models to survive,** adapting to provide proactive career development skills to underclassmen. They will behave in a business-like manner and show return on investment – students finding jobs with a salary that enables them to pay back student loans.
- **College career management classes will support development of other in-demand skills,** including setting up classes to provide the experience of working in a team and working with a remote team.
- **Coaching programs and trainings will adapt to modern technology and reduced attention spans.** Career professionals will provide bite-sized, interactive training for career management, job search, and beyond.
- **Career management professionals will continue reaching across the coaching and counseling professions** for holistic approaches that address career management challenges. Coaches and counselors will draw on models and tools from other disciplines such as design thinking and neuroscience.

- **The conversation will shift from work-life balance to work-life integration** as 24/7 availability continues and the workforce learns to manage this new reality.
- **Re-tooling and re-skilling several times throughout one's working life will become commonplace.** Career theories will adapt to meet this need and career theories will shift away from linear career models. There will be a growing need for coaching and tools to assist professionals with career change in their 50s and 60s.
- **The increase in recorded video interviews will cause career coaches to create processes that prepare candidates for these interviews,** including talking to the camera and preparing the environment in which candidates are filmed (technical set-up, lighting, dress) to give the best first impression.

---

### **THE NEW:**

#### **Career Discovery & Exploration, Assessments & Other Tools**

- **The Strong Interest Inventory is no longer relevant or useful to help identify possible careers** – the occupations are too outdated. Some career specialists use the O\*Net Interests Profiler to launch a similar discussion around interests with candidates.
- **Career discovery tools have not kept pace with the reality of client's needs.** Rapidly evolving professions and career paths make guiding clients in discovery challenging. School career advice is also struggling to stay relevant as careers shift more rapidly.
- **Career decisions are relying more on skill assessment than interests/fascinations.** Career specialists use aptitude assessments with young professionals or those with limited work experience and narrative coaching to uncover skills of experienced workers. Values assessments are still widely used and valued by clients.
- **Career discussions vary greatly depending on the candidate's age.** Career professionals are specializing in working with age groups or gathering tools to adapt and meet the needs of audiences with divergent needs.

### **THE NEXT:**

#### **Career Discovery & Exploration, Assessments & Other Tools**

- **As employers increase use of pre-employment assessments and gamification, career professionals will be in demand to help applicants understand these processes and improve outcomes.** Applicants who receive feedback reports from these employment assessments will increasingly seek out career professionals to understand them and create strategies.
- **The career exploration and assessment process will become more accessible through automation, gamification, and online assessments.** Career professionals will be more in demand (in person and through virtual coaching) as individuals realize the need for interactive debrief, interpretation, and action planning.
- **Simulations, video, and games will be used to help professionals learn about work.** This will help students and young professionals make more informed career decisions.

---

### **THE NEW:**

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

- **The long-term underemployed and unemployed have not benefitted from the stronger economy.** The confusion around unemployment and underemployment data confounds this issue and prevents career professionals from understanding the factors leading to under/unemployment and finding solutions.

- **Professional are working longer and not retiring at 65.** Career professionals report that government agencies are hiring this 65+ age group at a higher rate. This audience is also benefiting from programs like the “Encore Fellowship Program” that trains professionals for new opportunities in the nonprofit world.
- **Networking is more important for candidates in the later stages of their career.** Career professionals help older job seekers understand how to speak to the value of their experience in specific, concrete examples and use strategies to rejoin the workforce after caring for aging parents. This audience is seeking assistance from career professionals on the topics of motivation and strategy.
- **Using data to counter misconceptions can be helpful for those experiencing challenging transitions.** Coaches are addressing motivation and self-concept, including updating their skills, fashion, and approach. Coaches are also helping them craft “ageless” stories that demonstrate their valuable skills with a great attitude.
- **Whether professionals are working longer by choice or by force, more seem to be embracing the idea of continuing to be productive longer.** Career professionals are also seeing a loosening of expectations that there is one employer who will meet all their needs.
- **Employer attitudes about older professionals are beginning to change.** Career coaches site more instances of older candidates garnering appreciation for their wisdom and experience, replacing the general feeling of discrimination against them for their age.
- **Agencies and transition support offices are not keeping up with rapid changes** in job search, personal branding, interviewing, and other career management topics and are providing outdated material. This is adding to the challenge for those with barriers who are frequently unfamiliar with employment processes.
- **Military veterans are struggling to envision corporate career pathways.** Many of them are set on working for the federal government, which may not be a realistic goal.
- **New programs are supporting those with disabilities and other barriers,** including programs for those with Asperger Syndrome and Autism. These programs are gaining traction nationwide.

## THE NEXT:

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

- **The gap between the adequately employed/advancing and the long-term underemployed/unemployed will continue to increase** as employer expectations rise and demanding selection processes continue.
- **As talent pools in some industries tighten, there will be opportunity for employers to give more grace to those with criminal backgrounds or disabilities.** Eventually, questions about salary and criminal background will be removed or modified.
- **Perceived comfort with technology, updated skills, and a robust online presence will become more important.** Coaches and employment centers will help older candidates, the underemployed/unemployed, and those with barriers to create video clips and build an online presence to gain access to more opportunities. They will conduct video mock interviews and help these populations take advantage of the growing number of free/low-cost educational opportunities to upskill.
- **More programs will arise to help all job seekers, and especially those with barriers, to start their own businesses or side-businesses.** These programs will increase confidence, provide recent work history, and possibly lead to full-time employment. These programs will also benefit older workers and others who are embracing the growth of the gig economy and portfolio careers.
- **The need for career specialists to help individuals transition out of prison into the community and back to work will grow.** As more low-level offenders remain in the community while serving their sentence, they will need assistance communicating their value to employers and finding work.

# THE CHANGING GLOBAL EMPLOYMENT LANDSCAPE

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

---

### THE NEW:

#### The Diverse, Multigenerational Workforce, The Changing Face of Jobs & Globalization

- **The mismatch between employer needs and available talent is causing large numbers of jobs left unfilled while many remain underemployed/unemployed.** The division is increasing between entry-level and mid-level employees. With technology advances, the skills required for many jobs is increasing, especially in manufacturing. There is a disconnect between education and the workforce, and schools are struggling to prepare people for jobs that do not yet exist.
- **Professionals in Europe are migrating to economies with better job prospects.** High unemployment in some countries, like Spain, is causing job seekers to look in countries that are faring better – like the U.K. and Germany. Career professionals report that job search is difficult for these candidates and may become more so as immigration and work policies within these countries shift.
- **General uncertainty in the global economy and healthcare system and the threat of technology displacing jobs** is causing people to stay in jobs longer and preventing some companies from expanding their workforce.
- **Employees are increasingly struggling with stress and work-life balance** as 24/7 availability has not subsided. Many employees have little available time to think, reflect, or strategize on the job. Employers are adapting to promote work-life balance, with the actual impact of these strategies still to be seen.
- **The “open office” trend is continuing, despite research disproving the benefits.** Coaches are seeking out resources to prepare employees to thrive in these environments.
- **The persistence of Boomers in the workplace has led to a 4-generation workforce once again as Generation Z graduates from college.** Baby Boomers often find themselves reporting to Millennial or Generation X bosses. There is a renewed opportunity for coaches to provide inter-generational training in the workplace.
- **Younger professionals are forming non-linear careers or becoming entrepreneurs.** They are less likely to stay at jobs that do not suit them or companies where they are not passionate about the mission – changing what defines workplace success and career achievement. Career professionals are adapting to support this new type of career path and form strategies for young professionals who want to secure corporate positions.
- **Although the term “1099 employee” has been replaced with “gig” economy and “side-hustle,”** the forecasted expansion of the contract workforce is on pace. Many professionals are tirelessly searching for disappearing full-time employment with benefits, not wanting to work as a contractor. They are taking on side-hustles, leading to an overall increase in workload.
- **Younger Millennials still struggle to find employment that allows self-sufficiency.** Career professionals are offering support and strategies for those not motivated or prepared for a professional job search. The increased use of video in the hiring process may be a benefit for them as they already have comfort with the technology, although they benefit from coaching around professionalism and interviewing strategies.
- **Professionals across the Millennial generation are unaware of how to manage their career.** From moving into a professional position to their first leadership roles, this generation – large in numbers and diverse in the challenges they face – is seeking out more career help.
- **Millennials are attracted to organizations with humanitarian missions.** Career specialists need knowledge of humanitarian job opportunities and tools to help Millennial candidates research a wider range of organizations that may meet this need while aligning with their skills and experience.

- **The disconnect in the education system (transition from high school to college) is widening, contributing to the skills gap.** There is a continued need for reform, innovation, and increased resources invested in high school guidance counseling, college career centers, and workforce development agencies.
- **Employers are reigniting engagement in workforce development** and its connection to hiring and training employees, equipping them with the skills needed to help companies remain competitive. Workforce agencies and nonprofits are providing more skill-specific programs and on-the-job training.
- **Professionals of all ages are seeking human connection.** Research shows Millennials are not attracted to working virtually and Baby Boomers are seeking out co-working spaces to avoid isolation in their part-time or contract work. Although work may be location-independent through technology, innovation hubs and deep talent pools are popping up around the U.S. due to co-location – face-to-face work is regaining popularity.
- **Professionals are accepting positions based on salary, immediate income needs, and location.** There are two populations of job seekers – 1) those adequately employed, proactively seeking a better job, and in control; and, 2) those struggling to make ends meet and need better income without incurring moving expenses.
- **The workplace is becoming more inclusive of diverse employees** and providing more welcoming environments for those in all types of minority groups. Increased diversity in the workplace makes this important for the health of companies.
- **The number of women in the workplace is continuing to grow.** With the women’s movement for equal pay and flexible schedules gaining steam, more employers are revising their maternity (and paternity) leave policies and creating flexible benefit options to attract talent.
- **The number of international students coming to the U.S. has been growing in past years.** There is an opportunity for career specialists to serve international students, especially with growing uncertainty regarding employment of these students in the U.S. post-graduation.
- **As international transitions become more challenging, international clients seeking employment in the U.S. are best served taking a dual approach to job search,** looking for work stateside and in their native country.
- **As the workforce is pushing workers to manage their careers and professional development,** there is an undercurrent of professionals resisting training and updating their skills – across age groups.

## THE NEXT:

### **The Diverse, Multigenerational Workforce, The Changing Face of Jobs & Globalization**

- **The employment landscape will continue changing more rapidly.** Professionals who embrace change, anticipate opportunities, continually pursue education, and consistently grow their network will have a competitive advantage.
- **The contract or “gig” workforce will continue to grow** and employees/entrepreneurs will become more adept at transferring skills across gigs. In 3 years, by 2020, 40% of the U.S. workforce will be contractors. They will need “agents” to help them brand themselves, market themselves, and connect with opportunities.
- **Fresh theories and research will emerge to address the challenges of diverse and multicultural populations** as diversity increases globally and women and minorities climb into higher-level positions.
- **With political climates changing around the world,** international job seekers will become more mobile and seek environments that fit their needs. Career professionals are already seeing a trend towards immigrants to the U.S. looking to return to their home countries. They are coaching candidates to create shorter-term plans in line with visa requirements for specific regions until they have a more established career.
- **With political turbulence, small businesses will need talent management support** from HR and career specialists for continued business success.

- **The global migration of students and talented professionals will slow.** Universities worry about attracting top academics from abroad due to immigration restrictions in the U.K. and U.S. Despite this trend, international experience and global perspective will be an asset as companies become more globally minded.
- **The search for “meaningful” work continues for workers of all ages, balanced with need for higher salary needs.** These demands will continue to oscillate depending on economic drivers. As Millennials age, they will be more concerned with salary level.
- **In the U.K., incentives for employers to create apprenticeships may reduce matriculation to higher education,** deterring those from disadvantaged backgrounds due to the high cost of education and promise of stable employment through the apprenticeship. The government is also introducing programs that pair apprenticeships and education as an attractive alternative.
- **Increase in apprenticeships and other early recruiting programs will lead to increased loyalty** to companies we haven’t seen in the last 10 of 15 years.

---

### **THE NEW:**

#### **Industries & Professions On the Rise & In Decline**

- **Google and Facebook are investing heavily in London,** expanding European headquarters and hiring 1500 new staff. European nationals have hesitated to take these positions, but career specialists in the U.K. predict this will be short term as the U.K. attracts more foreign businesses and talent.
- **Dublin, Ireland, is a big market for the tech industry** and will remain highly competitive as a destination for foreign technology companies and an entry point to the European Union.
- **Growth in healthcare jobs is heavily weighted towards part-time, contract, or interim assignments.** As healthcare becomes more centralized to large regional organizations, employees are asked to split time among facilities and/or work part time. These interim assignments can pay more and are attractive to those who want an adventure. They are less attractive to some who entered the field for job stability.
- **The nonprofit sector is growing in the U.S.** If the current economic trends continue, and philanthropy persists or grows, this will continue to provide opportunities for individuals to move from government and corporate settings into the nonprofit arena.
- **Positions that can be outsourced are still moving overseas from the U.S.** Coaches note that paralegal and accounting jobs are currently experiencing decline due to offshoring.
- **The U.S. is embracing trades and other blue-collar jobs that cannot be outsourced or automated.** Career and Technical Education is more appreciated again and respect is returning for these positions that can pay very well. Talent pipelines for these jobs are empty, creating many opportunities.
- **Technology is infiltrating jobs globally.** Employees in all fields are faced with the challenge of determining how they add value to incoming technology. Career professionals are coaching individuals to understand how they add innovation, not to fear having technology take their job.

### **THE NEXT:**

#### **Industries & Professions On the Rise & In Decline**

- **Professionals in research careers are on edge waiting to see if government-funded research will decline globally.** Political changes in the U.K. and U.S. are already impacting funding for some of these jobs. The unknown impact of Brexit and fear of the unknown in the U.S. are also factors in scientific talent pool and job growth in the future.

- **Finance jobs may become less prominent in the London market,** although career experts predict they may migrate to other European centers (centres).
- **Career professionals in the U.K. predict that apprenticeships are likely to grow significantly.** With the talent gap in the trades and increasing cost of higher education in the U.S., the trend may likely occur in both the U.K. and the U.S. As the limited talent pool in these professions has a larger impact, stigma against them will subside and schools will no longer value university over trade schools and apprenticeships.
- **There will be a gap in available talent for educator positions.** Programs in the U.S. and U.K. are already poised to address this need, encouraging experienced professionals to enter the teaching field. Educational systems will adjust to address serious retention issues in the field.
- **Positions in senior care and other geriatric support positions will continue to grow** as the Baby Boomer population ages and has more care needs.
- **Interest in and pursuit of entrepreneurial career paths and/or organizational cultures will continue to rise.** University employees report a surge in graduates of all levels starting businesses, attracted by autonomy and encouraged by accessibility due to technological advances. Business incubators will continue to grow to support this movement. There will be an increased focus on start-ups and opportunity for coaches to provide services to this population.
- **The next retirement wave is coming in the U.S. Federal government.** Large numbers will be exiting the Federal government in 2017, with profound impact on the Federal workforce its institutional knowledge. The U.S. Office of Personnel Management is on the verge of launching a new evaluation system for federal government employees. This will impact the types of employees the government hires in the future.

# CHALLENGES FOR CAREER PROFESSIONALS

## Trends, Tools, Practices & Challenges for Our Industry

---

### THE NEW:

#### Trends, Tools, Practices & Challenges for Our Industry

- **Awareness and utilization of career coaching and counseling is increasing** as individuals look to manage the increased complexity in career management.
- **Career coaches are taking on a new role as “agents,”** identifying and making introductions to potential networking contacts or company hiring managers.
- **Career professionals are using complimentary introductory career strategy sessions to introduce career services to clients** and screen for coachability. Some are generating revenue through follow-up sessions that go more in-depth around exploration, search, or advancement strategies. Coaches educate candidates about the significant work involved and about the scope of career services, which varies greatly among providers.
- **Career coaches and counselors need to collaborate more, seek wisdom from other industries, and network within the profession to stay current.** Coaches and resume writers who actively seek education and follow the practices they teach clients will have an advantage as the field becomes more competitive.
- **Coaching and career industry credentialing is dispersed and confusing.** Lack of common standards makes establishing clear guidelines and best practices difficult. Not all coaches have sufficient training or mentoring.
- **The quick pace of change in technologies makes it difficult for career professionals to determine where to invest their time and effort.** Career professional report using lead generation/mastermind tools and social media management programs to streamline their businesses.
- **Career professionals are shifting from a commodity selling model to a consultative sales model,** taking on a trusted advisor role to better assist candidates and grow their revenue.
- **With sitting being the new smoking,** career professionals are seeking opportunities for better ergonomics and other wellness practices in their workplace.

### THE NEXT:

#### Trends, Tools, Practices & Challenges for Our Industry

- **Career professional will interact more with hiring managers and employers** to better understand the value career coaches and resume writers bring to the table and gain insight that can increase their value.
- **Career professionals will create service offerings to better serve those in apprenticeship and post-apprenticeship** and guide them in career management.
- **As online educational programs grow, career professionals will adapt career services** and career management courses to meet the needs of these students.
- **New career discovery and decision-making tools will emerge** through technology and innovation to meet the complexity of careers today.
- **The coaching industry will continue to evolve towards a common standard of practice** and/or more dominant certifying bodies.
- **Career specialists will contribute to policies on social media and its use in job search and brand management.** As privacy erodes and the lines between what is personal and what is business blur, especially in regard to the first amendment, employee behavior away from the company will be a continued debate.

# Recommended Resources

---

## Consolidated List From Career Jam Events

- **Article:** “40% of America’s Workforce Will Be Freelancers by 2020” <https://qz.com/65279/40-of-americas-workforce-will-be-freelancers-by-2020/>
- **Article:** “How Graduate Recruiters Use Video Interviews” <https://targetjobs.co.uk/careers-advice/interview-types/323741-how-graduate-recruiters-use-video-interviews>
- **Article:** “Lucy Kellaway Plans to Lead the Way to Teaching for Career Changers” <https://www.theguardian.com/education/2016/nov/21/lucy-kellaway-plans-to-lead-the-way-to-teaching-for-career-changers>
- **Assessments & Approaches:**
  - O\*Net My Next Move: <https://www.mynextmove.org/explore/ip>
  - Strong Interest Inventory: <https://www.cpp.com/products/strong/index.aspx>
  - 360Reach: <http://www.reachcc.com/360reach>
  - The Birkman Assessment: <https://birkman.com/>
  - Planned Happenstance: [www.plannedhappenstance.com](http://www.plannedhappenstance.com)
  - Chaos Theory of Careers: [www.researchgate.net/publication/234633957\\_The\\_Chaos\\_Theory\\_of\\_Careers](http://www.researchgate.net/publication/234633957_The_Chaos_Theory_of_Careers)
  - Johnson O’Connor Aptitude Assessment: [www.jocrf.org](http://www.jocrf.org)
- **Books:**
  - *100 Conversations for Career Success* by Laura M. Labovich and Miriam Salpeter
  - *The 100-Year Life: Living and Working in an Age of Longevity* by Lynda Gratton and Andrew Scott
  - *CEO of Me* by Ellen Ernst Kossek
  - *Getting Naked: A Business Fable About Shedding the Fears that Sabotage Client Loyalty* by Patrick Lencioni
  - *Give and Take: A Revolutionary Approach to Success* by Adam M. Grant
  - *Managing Oneself: The Key to Success* by Peter Drucker
  - *The New Geography of Jobs* by Enrico Moretti
  - *Pivot: The Only Move That Matters Is Your Next One* by Jenny Blake
  - *Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You* by Geoffrey Parker, Marshall Van Alstyne, and Sangeet Paul Choudary
- **Business Operations Tools:**
  - Scheduling systems: <https://calendly.com>, [www.scheduleonce.com](http://www.scheduleonce.com), and [www.timetrade.com](http://www.timetrade.com)
  - Bookkeeping system: [www.freshbooks.com](http://www.freshbooks.com)
  - Ergonomic workspace: [www.varidesk.com](http://www.varidesk.com) and [www.oristand.co](http://www.oristand.co)
- **Coach Certifications:**
  - Certified Personal Brand Strategist

- Certified Brain-Based Success Coach
- Certified Career Transitions Coach
- **Workforce & Economic Trends:**
  - [www.success.com](http://www.success.com)
  - [www.inc.com](http://www.inc.com)
  - [www.fastcompany.com](http://www.fastcompany.com)
  - [www.entrepreneur.com/us](http://www.entrepreneur.com/us)
  - [www.forbes.com](http://www.forbes.com)
- **Niche Job Board List:** [https://www.airsdirectory.com/mc//training\\_forms\\_jobboard.guid](https://www.airsdirectory.com/mc//training_forms_jobboard.guid)
- **Online Brand Management Tools:** [www.Brandyourself.com](http://www.Brandyourself.com), [www.visibility.com](http://www.visibility.com), Rapportive, Google Alerts, Newsle, and Mention
- **Personal Website/Landing Page Tools:** <https://about.me> and <https://savvycard.com>,
- **Reports:**
  - [Global Recruiting Trends 2016](#)
  - [Global Recruiting Trends 2017](#)
  - [Labor Market Outlook 2016: Uncovering the Causes of Global Jobs Mismatch](#)
  - [Job Seeker Nation 2016](#)
  - [Recruiter Nation 2016](#)
  - [Top Talent Acquisition Predictions for 2017](#)
  - [Indeed Global Migration Snapshot](#)
  - [Job Preparedness Indicator Study](#)
  - [The New Workforce on the Horizon: Generation Z](#)
  - [Most Desirable Jobs Survey](#)
  - [10 Business Trends That Will Grow in 2017](#)
  - [These 8 Tech Trends Could Be “Game Changers”](#)
  - [What Do Graduates Do? \(Nov 2016 edition\)](#)
  - [Avoiding the demographic crunch: Labour supply and the ageing workforce \(2015\)](#)
  - [More Than 7M Briton in Precarious Employment](#)
  - [Facts about Brexit and the Investment and Employment Landscape](#)
  - [Uncovering Talent: A New Model of Inclusion](#) (Deloitte University)
- **Resources:**
  - Collaborative and business office space: [www.regus.com/office-space](http://www.regus.com/office-space)
  - Networking as netweaving: [www.netweaving.com](http://www.netweaving.com)
  - Soft skills training: Workplace Excellence Series (<http://workplaceexcellence.net>) and Employee Readiness Indicator ([www.employmentreadiness.info/node/3](http://www.employmentreadiness.info/node/3))
  - Virtual recruiting tools: [www.brazen.com](http://www.brazen.com)
  - Virtual interviewing/preparation tools: <https://interviewstream.com> and [www.hirevue.com](http://www.hirevue.com)

- Resume scoring tools: Resunate ([www.resunate.com](http://www.resunate.com)) and Rezscore (<http://rezscore.com>)
  - Skill development and education: Lynda.com, [www.mooc-list.com](http://www.mooc-list.com), [www.coursera.org](http://www.coursera.org),
  - Value coaching: [www.valuecoach.co.uk](http://www.valuecoach.co.uk), <https://coachfederation.org/blog/index.php/4319/>,
  - Podcast: [www.voiceamerica.com/show/2286/the-career-confidante](http://www.voiceamerica.com/show/2286/the-career-confidante),
  - Niche networking sites: [www.sermo.com](http://www.sermo.com) (physicians), [www.oilpro.com](http://www.oilpro.com) (oil and gas),
  - Resume books and ebooks: [www.emerald-career-publishing.myshopify.com](http://www.emerald-career-publishing.myshopify.com),  
[www.resumewritingacademy.com](http://www.resumewritingacademy.com)
  - Entrepreneur training for veterans: <http://ebv.vets.syr.edu/>
  - Video conferencing tool: [www.zoom.us](http://www.zoom.us)
  - Recruiter perspective on LinkedIn: [www.thesearchologist.com](http://www.thesearchologist.com)
  - Recruitment/hiring gamification: <https://graduatesfirst.com>,  
<http://joinus.barclays.com/emea/application-and-selection/>, [www.greenmason.org](http://www.greenmason.org)
  - Contact information locator: <http://signup.prophet.rocks/>, <https://hunter.io/chrome>
  - Communication recommendations based on LinkedIn profile analysis: <https://www.crystalknows.com/>
  - Corporate recruiter perspective: [www.asktheheadhunter.com](http://www.asktheheadhunter.com)
- **Social Media Management:** Buffer ([www.buffer.com](http://www.buffer.com)) and Hootsuite ([www.hootsuite.com](http://www.hootsuite.com))
  - **Thought Leadership Development:** [www.HARO.com](http://www.HARO.com), [www.Quora.com](http://www.Quora.com)

# 2016 Career Jam Contributors

## Event Facilitators

### **Donna Ashworth, M.Ed., CAGS, CMC**

Bryn Mawr College  
Haverford PA USA  
www.CareerContinuum.com  
dashworth@brynmawr.edu  
www.linkedin.com/in/coriashworth  
610-526-5230

### **Ellen Bartkowiak, CCMC, CELDC, PCC, Brain-Based Leadership Coach**

EllenCoaching, LLC  
Madison WI USA  
www.ellencoaching.com  
ellen@ellencoaching.com  
@ellenbart  
www.linkedin.com/in/ellenbart  
608-228-9004

### **Michelle Carroll, M.A., MCDP, CCMC, GCDF-I, OPNS, MCS, CTTCC**

Carroll Career Consultants, LLC  
Columbia MD USA  
www.carrollcareers.com  
michelle@carrollcareers.com  
@carrollcareers  
www.linkedin.com/in/MichelleMCarroll  
410-971-1643

### **Wendy Gelberg, MBTI Certified, Certified International Job & Career Transition Coach**

JVS CareerSolution  
Boston MA USA  
www.careersolution.org  
wgelberg@careersolution.org  
www.linkedin.com/in/wendygelberg  
617-399-3140

### **Dr. Renee Green**

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

### **Jessica Worny Janicki, MBA, PCC, ACPEC**

JWJ Consulting LLC  
Chicago, Illinois  
www.jwjconsultingllc.com  
jwj@jwjconsultingllc.com  
@JWJConsulting  
www.linkedin.com/in/jwjjanicki  
773-844-8483

### **Jan Melnik, M.A., MRW, CCM, CPRW**

Absolute Advantage  
Durham CT USA  
www.janmelnik.com  
jan@janmelnik.com  
@janmelnik  
www.linkedin.com/in/janmelnik  
860-349-0256

### **Ruth Pankratz, NCRW, CPRW, MBA**

Gabby Communications  
Fort Collins CO USA  
www.GabbyCommunications.com  
Ruth@GabbyCommunications.com  
www.linkedin.com/in/ruthpankratz  
970-310-4153

### **Elisabeth Sanders-Park, JCTC, CWDP, CTTCC**

WorkNet Solutions  
Wilmington NC USA  
www.worknetsolutions.com  
elisabeth@worknetsolutions.com  
www.linkedin.com/in/elisabethsanderspark  
@elisabethspark  
714-318-3698

### **Ruth Winden, CCMC, CJSS, CSMCS, MBTI, WBI**

Careers Enhanced Ltd  
St. Ives U.K.  
www.careersenhanced.com; olderyetbolder.com  
ruthwinden@careersenhanced.com  
@RuthWinden; @olderyetbolder  
uk.linkedin.com/in/ruthwinden  
+44 (0) 1480498509

## Event Scribes

### **James Beeman, PCC & CCMC**

Clear Career  
San Antonio TX USA  
www.clearcareer.us  
james@clearcareer.us  
@jamesbeeman  
www.linkedin.com/in/jamesbeeman  
210-901-9327

### **Margie Cherry, MBTI**

Havertown PA USA  
www.margiecherry.com  
cherrym@lafayette.edu  
@coachmargie  
www.linkedin.com/in/margiecherry  
610-283-7605

### **Dave Cordle**

Dave Cordle Coaching  
Banstead Surrey U.K.  
www.davecordle.co.U.K.  
dave@davecordle.co.U.K.  
@davecordle  
uk.linkedin.com/in/davecordle  
0044 (0) 7941 690 391

### **Julie M. Hau**

Center on Education and Work  
Madison WI USA  
www.wisc.edu  
jmhau@wisc.edu

### **Sharon Krohn, PCC**

Chicago IL USA  
sharon@skconsultingpartners.com  
www.linkedin.com/in/sharonkrohn  
312-307-2990

### **Lakeisha Mathews, CPCC, CPRW, GCDF**

Right Resumes & Career Coaching  
Baltimore MD USA  
www.rightresumes.org  
RightRes@gmail.com  
@RightResumes\_CC  
www.linkedin.com/in/lakeishamathews  
443-928-7302

### **Carolyn Shoemaker**

JVS CareerSolution  
Boston MA USA  
cshoemaker@careersolution.org  
617-399-3368

### **Ivy Wong**

University of Phoenix  
Honolulu HI USA  
ivy.wong@phoenix.edu  
808-524-9848

### **Marie Zimenoff, MRW, NCC, CPBS, CCMC, CELDC**

Career Thought Leaders / Resume Writing Academy  
Fort Collins CO USA  
marie@careerthoughtleaders.com  
@workwithpurpose  
970-420-8413

---

## Event Hosts

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

BOSTON: JVS CAREERSOLUTION  
**Wendy Gelberg & Carolyn Shoemaker**

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

LONDON: HULT INTERNATIONAL BUSINESS SCHOOL  
**Caroline Tolond & Peter Hill**

## Event Participants

### **Jeffrey Ahn, Associate Certified Coach**

Audiens Coaching and Consulting  
Kapolei HI USA  
www.audienscoaching.com  
jeffreyaahn@email.phoenix.edu  
808-230-4691

### **Lorraine Beaman, ACRW, CARW, NCRW, CEIC**

Interview2work  
Davis CA USA  
www.interview2work.com  
lorraine@interview2work.com  
@interview2work  
www.linkedin.com/in/lorrainebeaman  
530-219-9651

### **Donna Beastman**

Career Success Strategies, LLC  
Madison WI USA  
www.CareerSuccessStrategies.com  
donna.beestman@tds.net  
www.linkedin.com/in/donnabeestman  
608-345-5951

### **Elaine Blair, Ph.D., MBIT, LPC**

Northeastern Illinois University  
Chicago IL USA  
www.neiu.edu  
e-blair@neiu.edu  
773-442-4693

### **Robert Bowles, Open University Level 6 Diploma in Career Guidance & Development**

Royal Society of Chemistry  
Cambridge UK  
www.rsc.org/careers  
bowlesr@rsc.org  
@jobsquadrob  
www.linkedin.com/in/robertbowles  
01223 432340

### **George Carroll**

University of Phoenix  
Honolulu HI USA  
george.carroll@phoenix.edu  
@GeorgeCCarroll3  
www.linkedin.com/in/georgeccarroll3  
808-524-9806

### **Nancy Collamer**

Collamer Career Consulting  
Old Greenwich CT USA  
MyLifestyleCareer.com  
njcollamer@gmail.com  
@nancycollamer  
www.linkedin.com/in/nancycollamer  
203-698-3160

### **Christine Dennison, CPRW**

Dennison Career Services  
Chicago IL USA  
www.thejobsearchcoach.com  
chris@thejobsearchcoach.com  
www.Linkedin.com/in/dennisoncareer  
847-405-9775

### **Anne-Marie Ditta, CPRW, CCMC, G-3, CJSC**

First Impression Career Services, LLC  
Mount Vernon NY USA  
www.firstimpressioncareerservice.com  
amditta@gmail.com  
@CoachDitta  
www.linkedin.com/in/annemarieditta  
917-576-2821

### **Arnie Fertig**

Jobhuntercoach  
Boston MA USA  
www.jobhuntercoach.com  
fertig@jobhuntercoach.com  
@jobhuntercoach  
www.linkedin.com/in/fertig  
781-665-1944

### **Tanya Fite**

IMPACT Group  
St. Louis MI USA  
www.impactgrouphr.com  
tfite@ighr.com  
@TanyaF450  
www.linkedin.com/in/tanyafite  
314-392-0557

### **Wendy Frados**

IMPACT Group  
St. Louis MI USA  
wfrados@impactgrouphr.com

**Virginia Franco, NCRW, CPRW**

Virginia Franco Resumes  
Charlotte NC USA  
www.virginiafrancoresumes.com  
vafrancoresumes@gmail.com  
@VAFrancoResumes  
www.linkedin.com/in/virginiafranco/  
704-771-8572

**Samara Fritzsche, Licensed Social Worker**

JEVS Human Services  
Philadelphia PA USA  
samara.fritzsche@jevs.org  
www.linkedin.com/in/samarafritzsche  
215-421-0995

**Francesca Giordano, LCPC**

The Family Institute at Northwestern University  
Evanston IL USA  
www.family-institute.org  
fgiordano@family-institute.org  
847-733-4300 ext 208

**Tara Goodfellow, CTACC Certified Coach and Certified DiSC Practitioner**

Athena Consultants, Inc.  
Charlotte NC USA  
www.consultathena.com  
aec@consultathena.com  
@consultathena.com  
www.linkedin.com/in/tgcareercoach  
980-335-0437

**Tiffany Hardy, ACRW, CPRW**

Top1resumes  
Phoenix AZ USA  
www.top1resumes.com  
tiffanyhardy@top1resumes.com  
@HardyTiffany  
www.linkedin.com/in/hardy-tiffany  
480-848-6268

**Maike Hennig, MBA, ACRW**

Perfiles Profesionales  
Alicante Spain  
www.maikehennig.com  
maike@hennig.es  
@maikehennig  
www.linkedin.com/in/maikehennig  
+34 96 687 6083

**Deborah Hornsby**

University of Phoenix  
Honolulu HI USA  
deborah.hornsby@phoenix.edu

**Diane Hudson, CPCC, CPRW, CEIP, JCTC, CCM, CLMTC**

Career Marketing Techniques  
Boise ID USA  
www.cpcc-careercoach.com  
dianecprw@aol.com  
www.linkedin.com/in/dianehudsonburns  
208-323-9636

**Jan Hunter**

Impact Group  
Scottsdale AZ USA  
jhunter@ighr.com  
415-359-5691

**Lori Jazvac, CRS, CES, CHRP, CCTC**

Creative Horizons Communications  
Burlington Ontario Canada  
www.creativehorizonsresumes.com  
creativehorizonsresumes@gmail.com  
@lori\_jazvac  
ca.linkedin.com/in/lorijazvac  
905-730-2374

**Tina Johnston, NCC, LPC, EVGP, GCDF, MCC**

NewStarts  
Flower Mound TX USA  
www.createnewstarts.com  
tjohnston@createnewstarts.com  
817-337-6733

**Brigitte Landry**

Collège Communautaire du Nouveau-Brunswick  
Campbellton New Brunswick Canada  
brigitte.landry@ccnb.ca  
506-789-2908

**Amy Leighton, CPRW, CPCC, Certified Image Stylist Consultant**

ALL Resume Writing Service  
Fort Belvoir VA USA  
amyleighton@mac.com  
www.linkedin.com/in/amylleighton  
410-215-0985

**Lynn Walker Levy, ACRW, MBTI, CJSS, GCDF**

LWL Career Counseling  
Milton MA USA  
www.lynnwlevy.com  
lynnlevy1@icloud.com  
@lwlcareers  
www.linkedin.com/in/lynnwalkerlevy  
617-901-3478

**Vanessa Machin Perez**

S3 Career Consulting  
Honolulu HI USA  
www.S3C2.com  
vanessa@s3c2.com  
@VanessaMachinPerez  
808-382-1875

**Jackie Martin**

IMPACT Group  
Toronto Ontario Canada  
jmartin@ighr.com  
905-337-9510

**Ann Martin**

UMUC  
Adelphi MD USA  
ann.martin@umuc.edu  
240-684-2718

**Robert McIntosh, CPRW, MBTI Qualified**

Career Center of Lowell  
Lowell MA USA  
www.thingscareerrelated.com  
robert.mcintosh@cclowell.org  
bob\_mcintosh\_1  
www.linkedin.com/in/bobmcintosh  
978-935-1819

**Marcia McMahon**

Bridge Lane Consulting  
Chicago IL USA  
www.bridgelaneconsulting.com  
marcia1400@gmail.com  
847-494-9140

**Marc Miller**

Career Pivot  
Austin TX USA  
https://careerpivot.com  
marc@careerpivot.com  
@careerpivot  
www.linkedin.com/in/mrmiller  
512-423-7262

**Deborah Nakashima**

Pathways  
Honolulu HI USA  
dlnakashima@gmail.com  
808-386-9106

**Sheryl Nelson, CPC, CRC (Retirement), NCC, NCCC**

Nelson Career & Retirement Services  
Novato CA USA  
sheryl@nelsoncareer.com  
@SAENelson  
www.linkedin.com/in/sheryl-nelson-1930bb5  
415-250-9502

**Don Orlando, MBA, CPRW, JCTC, CCM, CCMC, CJSS, MCD, CPRW, JCTC, CCM, CCMC, CJSS, MCD**

The McLean Group  
Montgomery AL USA  
dorlando@yourexecutivecareercoach.com  
www.linkedin.com/in/donorlandocareercoach  
334-264-2020

**Becky Parr, CPRW**

IMPACT Group  
St. Louis MI USA  
bparr@ighr.com  
www.linkedin.com/in/becky-parr-3220934?trk=hp-identity-name  
214-458-4537

**Jody Perl, MBTI, Strong Interest Inventory, CPC**

Perl Career Consulting  
Winnetka IL USA  
www.perlcareerconsulting.com  
jody@perlcareerconsulting.com  
www.linkedin.com/in/jodyperl  
847-331-1768

**Jessie Robinson**

Remington College Hawaii Campus  
Honolulu HI USA  
jlerobin@aol.com  
808-258-3413

**Wendy Sakata**

Hawaii Job Corps  
Honolulu HI USA  
<http://hawaii.jobcorps.gov>  
[sakata.wendy@jobcorps.org](mailto:sakata.wendy@jobcorps.org)  
@WendySakata  
808-545-3816

**Jacqueline Savoy, CPI MCTC, Certified Life Options Retirement Coach, MBTI, SII, Assess Coaching, Neurolinguistic Pro**

JEVS Career Strategies  
Philadelphia PA USA  
<https://jevshumanservices.org/job-readiness-career-services/career-strategies/>  
[jacqueline.savoy@jevs.org](mailto:jacqueline.savoy@jevs.org)  
@jacquelinesavoy  
[www.linkedin.com/in/jackiesavoy](http://www.linkedin.com/in/jackiesavoy)  
610-832-0873

**Kimberly Schneiderman, NCRW, CLTMC, CRC**

RiseSmart  
South Orange NJ USA  
[www.risesmart.com](http://www.risesmart.com)  
[kimberlys0620@gmail.com](mailto:kimberlys0620@gmail.com)  
[www.linkedin.com/in/kimberlyschneiderman](http://www.linkedin.com/in/kimberlyschneiderman)  
917-584-3022

**Robbie Sewell, CPC, ACRW**

Saddlebrook Associates  
Kailua HI USA  
[www.saddlebrookassociates.com](http://www.saddlebrookassociates.com)  
[robbie@saddlebrookassociates.com](mailto:robbie@saddlebrookassociates.com)  
[www.linkedin.com/in/robbiesewell](http://www.linkedin.com/in/robbiesewell)  
303-800-0718

**Tammy Shoup, ACRW, CARW, CPRW**

Breakthrough Resume Writing  
Decatur IN USA  
[www.breakthroughresumes.com](http://www.breakthroughresumes.com)  
[tammy@breakthroughresumes.com](mailto:tammy@breakthroughresumes.com)  
@TammyShoup  
[www.linkedin.com/in/tammyshoup](http://www.linkedin.com/in/tammyshoup)

**Shavonne Simmons**

PR1ME Candidate  
Philadelphia PA USA  
[pr1mecandidate.com](http://pr1mecandidate.com)  
[ssimmons@pr1mecandidate.com](mailto:ssimmons@pr1mecandidate.com)  
215-817-0021

**Jez Styles**

London UK  
[jez.styles@admore-recruitment.co.uk](mailto:jez.styles@admore-recruitment.co.uk)

**Margaret Sullivan**

Elliott Sullivan  
Chicago IL USA  
[elliottsullivan.com](http://elliottsullivan.com)  
[margaret@elliottsullivan.com](mailto:margaret@elliottsullivan.com)  
773-784-2158

**Alissa Thornton, ACRW, CPRW**

Washington DC USA  
[alissa@achievingmilestones.com](mailto:alissa@achievingmilestones.com)

**Caroline Tolond**

Hult International Business School  
London UK  
[www.hult.edu](http://www.hult.edu)  
[caroline.tolond@hult.edu](mailto:caroline.tolond@hult.edu)

**Steve Whayland**

Madison WI USA  
[swhayland@tds.net](mailto:swhayland@tds.net)  
608-443-6416

**Eugenia Williford**

Fairfax County Public Schools - Edison Academy  
Alexandria VA USA  
[www2.fcps.edu/EdisonAcademy/StudentServices/SStaff.html](http://www2.fcps.edu/EdisonAcademy/StudentServices/SStaff.html)  
[ecwilliford@fcps.edu](mailto:ecwilliford@fcps.edu)  
@EdisonAcademy  
[www.linkedin.com/in/genie-williford-10934b1](http://www.linkedin.com/in/genie-williford-10934b1)  
703-924-8154

**Dr. Charletta Wilson**

CaPeesh Consulting LLC  
Ewa Beach HI USA  
[www.capeeshconsulting.com](http://www.capeeshconsulting.com)  
[char@capeeshconsulting.com](mailto:char@capeeshconsulting.com)  
808-798-4045

**Emily Wong**

Words of Distinction  
San Francisco CA USA  
[emilyfwong@yahoo.com](mailto:emilyfwong@yahoo.com)  
425-269-5549

**Emy Yamauchi-Wong**

ALTRES Staffing, Inc.  
Honolulu HI USA  
[emy.yamauchi@altres.com](mailto:emy.yamauchi@altres.com)