

# CAREER JAM 2017

WHERE EXPERTS FORECAST  
THE NEW & THE NEXT

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## ***Findings of 2017 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  
Friday, December 1, 2017**

## **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, France, Austria, and the United Kingdom gathered during in-person and virtual events. Our objective was to brainstorm best practices, innovations, trends, new programs, new processes, and other observations that are currently impacting or projected to impact global employment, job search, and career management.

Events were hosted by a facilitator and recorded by a scribe. Post-event data was aggregated, evaluated, and is now presented in this document of critical findings and forecasts. Aligning with the theme of the Career Thought Leaders Consortium – *Your Think Tank for The Now, The New & The Next in Careers* – findings are categorized as “the new” or “the next” to reflect the current and anticipated future state of our industry.

The Career Thought Leaders Consortium and participants in Career Jam 2017 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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# PERSONAL BRANDING & CAREER MARKETING

## Personal Branding & Online Identity Management | Career Marketing Messages & Documents | Social Media Profiles, Video Bios, Web Portfolios & Other Multimedia Tools

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### THE NEW:

#### Personal Branding & Online Identity Management

- **The concept of personal branding is fully ingrained in U.S. business vernacular and gaining recognition globally.** Individuals understand that they must be branded in all communications and that they represent their personal brand and corporate brand in everything they do. Coaches are learning processes for personal branding and integrating branding throughout their practice.
- **Some career professionals see a trend toward using the phrase “reputation management” rather than “brand management.”**
- **The concept of transparency is growing in importance for personal branding.** This is challenging many individuals to merge personal and professional content shared online and determine what is appropriate for each social media platform. High-volume, transactional tactics are becoming less effective on many platforms. Individuals are navigating how to best avoid discrimination as they share a more authentic personal brand.
- **Career professionals are helping individuals reclaim who they are and create a stable brand.** Instead of building a brand to match the needs of each company, coaches are guiding individuals to build an authentic brand and ask who needs that brand. Coaches are empowering individuals to find their real voice and create a portable definition of their value.
- **Career professionals are seeking the coaching skills required to guide clients in understanding personal branding.** Professionals lack career readiness skills, including the ability to articulate their brand and value. Coaching is critical to help individuals express talents objectively and integrate “personal” and “professional” to meet the demand for an authentic brand. Career professionals are helping clients understand the effort required to show how they add more value to their audience than competitors, especially during job search.
- **Individuals are experiencing their posts going “viral” on LinkedIn.** Information about what causes posts to go viral is ever-changing and professionals are attempting to balance sharing content that may go viral with content that is aligned with and productive for their brand.
- **Blogging is still an effective personal branding tool** and career professionals are coaching clients in creating content and posting it on the right forums to connect with their target audience.
- **Individuals are borrowing concepts from digital marketers to gain more visibility for their niche expertise or thought leadership,** generating interest through “click-bait” content and starting conversations with employers or prospective customers that have a particular need.
- **More career professionals are guiding clients in creating comprehensive, proactive social brand management strategies.** Clients are realizing the importance of integrating their posts, comments, and profiles across platforms. There is increasing awareness that social media comments have an equal impact to social brand as posts.
- **Coaches are customizing personal branding and social branding services to meet client needs.** They are helping clients identify where their target audience is and how to connect with them – realizing that not any one strategy or platform works for all clients.

- **The most effective platforms for personal branding for careers continue to be LinkedIn, Instagram, and Quora.** Some job seekers are also seeing results on Twitter. Coaches are helping professionals learn what social media platforms their audience is using.
- **There is not agreement in the careers industry regarding the value of a premium or paid LinkedIn account.** Those who use a premium account indicate increased analytics and ability to use Inmail. Those who do not pay share that they have been able to connect without problems. Most advocate conducting a one-month trial if clients are interested in seeing the benefits of a paid account.
- **Career professionals agree that 500+ connections in a LinkedIn network is beneficial** to increase the number of people who can view your profile, connect without a paid account, and improve rank in search results.
- **Individuals are recognizing that in-person brand management is also critical.** Coaches are partnering with image consultants to understand the impact of their image and presence in their branding efforts.
- **Individuals and hiring managers are adjusting their beliefs around the importance of skills, degrees, and certifications during the hiring process.** Career professionals are helping clients understand when and how to emphasize these elements as part of their personal brand.
- **There is gender inequality in self-promotion; women are less likely to advocate for themselves.** Career professionals are coaching women of all ages and career levels to express their talents, achievements, and future potential more directly.
- **Career professionals are helping individuals in transition, especially those making significant transitions (from military to civilian jobs), to create personal brands that speak to their future employer.** Job seekers continue to struggle with translating their experience and professionals find this is a place they offer value.
- **Career professionals are helping individuals incorporate soft skills as part of their personal brand in a tangible way.** As soft skills become more important employers, candidates need help communicating these skills in a way that is specific and credible.
- **Individuals in many industries are faced with the decision to specialize or develop a niche to increase their competitiveness in the marketplace.**

### THE NEXT:

#### **Personal Branding & Online Identity Management**

- **Career professionals will help individuals understand how to communicate their brand more in images and video.** As the world become more visually and imagery-oriented instead of word-oriented, individuals will need assistance capturing their personal brand in videos, gifs, and images instead of words.
- **Professionals in all industries will be called on to rebrand themselves consistently throughout their careers.** Tools and coaching skills will adapt to help people redefine themselves without losing their sense of self.

### THE NEW:

#### **Career Marketing Messages & Documents**

- **Use of graphics within Word document resumes is becoming more commonplace.** Creative professionals and resume writers who work with them are using creative software suites to build graphic resumes. Graphics must have purpose and communicate the candidate's value.
- **Although the use of LinkedIn profiles as a screening and application tool is increasing, most employers still require a resume at some point in the hiring process.** Career professionals are seeing a rise of the use of LinkedIn in the hiring process in the U.S. and Europe.

- **Infographic resumes have not gained favor with many employers, but candidates are using infographics** to promote their unique value, create marketing presentations used throughout the hiring process, or to communicate their brand. Networking resumes and other one-page materials are also being used by clients.
- **As applicant tracking systems (ATS) become more sophisticated and resumes more visual, candidates and resume professionals need to stay updated on system limitations.** Outdated information about formatting that does and does not work in ATS is commonplace and professionals are seeking out resources to stay on top of changes. The technology for ATS is migrating toward systems that can handle more formatting and do a better job at finding the most qualified candidates.
- **Individuals participating in the gig economy or consulting are still struggling to overcome stigma on their career documents.** Hiring managers are still critical of “job hopping” and the growing number of professionals who participate in contract or gig jobs are looking to overcome this stigma on their resumes.
- **The debate about the importance of cover letters continues.** Some career professionals are seeing fewer requests and those who create cover letters are using a tighter, more targeted, unique value proposition letter – usually read after the hiring manager reviews the resume. Many career professionals claim cover letters can be the tie-breaker between two candidates if well-researched and specific to the company’s need.
- **Coaches are warning clients of the increased visibility of resumes uploaded online.** Some job boards have made it easier for the public to access resumes uploaded online and candidates need to be aware of the risk when uploading their resume to an online job board.
- **There is still demand for a 3<sup>rd</sup>-person biography for many professionals** for internal use, board of director communications, speaking introductions, professional association communications, and more. Career professionals are also working with small business owners who may not realize the benefits of a bio.
- **Career coaches and resume writers are helping job seekers focus their career marketing documents on what they can do for an employer.** Candidates still have a tendency to focus on skills and strengths and omit the connection to how the employer might use them or need them.
- **Coaches and resume writers encourage clients to keep track of success stories for promotion and job search use.** These documents track project contributions, kudos received from colleagues, and notable accomplishments and are updated regularly to provide content for career communications.

## **THE NEXT:**

### **Career Marketing Messages & Documents**

- **The use of multimedia will continue to increase in career marketing** during the application process, online, and during the interview process. New technologies and innovation in the process will evolve while the underlying ideas of needing to communicate your value will persist.
- **Cover letters will make a comeback in the form of value proposition letters** that are highly researched and targeted to companies, both for those seeking contract work and those applying to open positions. Some career professionals predict these may replace the resume.
- **Career professionals will meet the increasing global need for more career marketing training with young people** to teach them how to express their strengths and communicate in professional settings.

## **THE NEW:**

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

- **LinkedIn is becoming increasingly multimedia with the addition of video.** Use of multimedia in a LinkedIn profile will continue to grow and be important for attracting more and longer profile views.

- **Aligning content between a resume and social media profiles is becoming more important** as more recruiters are sourcing and screening candidate social media profiles during the hiring process.
- **LinkedIn profiles are less job-search focused as individuals use the platform for more general branding purposes or job seeking while employed.** Individuals in transition, especially those transitioning out of the military, need more coaching in how to position themselves on LinkedIn: what irrelevant information to leave out and how to not turn off employers by appearing unemployed or desperate.
- **Short visual presentations (slideshows, infographics) are being shared more frequently on social media** and career professionals are coaching and guiding clients in developing these presentations.
- **Although video resumes never really took hold, candidates are using video** to gain visibility with their target audience through videos that demonstrate their brand and expertise. Coaches are helping candidates create introduction videos for LinkedIn summaries.
- **E-portfolios and personal websites are being used by those participating in contract work** to consistently market themselves as they transition between gigs. Individuals are using personal websites more for long-term personal branding tools than for job search, as they have not become integrated into the hiring process for most recruiters.
- **There is a trend toward shorter LinkedIn profile sections** instead of the previous advice career professionals gave to clients to use all the characters available in each section.
- **Storytelling concepts are being integrated into personal branding,** creating a more transformative and fun process for career professionals and their clients. LinkedIn profiles are no longer a narrative of a resume and career professionals are coaching clients to consider their audience, adapt their story to the audience, and brand their LinkedIn headline, summary, and experience content to stand out.
- **Individuals are getting savvier in online search optimization.** Coaches are assisting job seekers to research target companies and positions to determine keywords and improve LinkedIn profile search results.
- **Individuals are using multimedia more in presentations they deliver as part of their job search.** This is one way they can stand out during video or in-person interviews that require presentations.

## **THE NEXT:**

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

- **The rise of video interviewing and video presentations in the application process will prevent general, candidate-driven video resumes from taking hold.** Companies will direct the content and timing of submitting candidate videos that more specifically align with their hiring process.
- **Video will be more important in communications for career management and advancement for ongoing engagement of an individual's target audience,** not necessarily a specific job search tool.
- **Now that LinkedIn and Microsoft Word are rolling out joint features, users and career professionals will try to determine how to use the features and protect their information.** Career professionals will help their clients use the features to their benefit, i.e. looking up job descriptions to aid in content development, and protect themselves from potential negatives, i.e. other users copying their content.
- **University and private career coaches will increase their training offerings for clients in using video interview technology.** Candidates of all ages lack the skills to succeed in creating pre-recorded video interviews. Coaches will recognize this gap and gain the expertise needed to provide the training.

# JOB SEARCH

## Networking, Traditional & Online Job Search Strategies

### How Employees Are Screened, Interviewed & Hired

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#### **THE NEW:**

#### **Networking, Traditional & Online Job Search Strategies**

- **Job search strategies are moving more toward quality over quantity.** Career professionals are educating clients to slow down during the application process and follow up to build relationships with the recruiter, even if they were initially screened out.
- **Career professionals are teaching clients how to network so they can leverage employee referral programs,** which are still preferred by many hiring managers for finding candidates. Career professionals are teaching the art of building and nurturing relationships with proactive and ongoing activity.
- **Coaches are helping candidates prepare interview answers that are authentic** as more companies seem dissatisfied with cookie-cutter responses. Candidates need to have a value proposition that is different from their competition and to understand that interviews are a two-way engagement.
- **Coaches are working with candidates to understand how to research and identify the presence of harassment and discrimination as they make career decisions.** Clients are realizing the importance of company values and workplace culture and want to include this as a factor in their career decision-making. Coaches are helping candidates conduct deeper research of potential companies, including culture, retention data, financial stability, and more.
- **Individuals are using hashtags and keyword-optimized content to gain visibility to their target market.** Coaches are helping clients identify these phrases and understand how social media platforms can help them appeal to hiring managers when aligned with other career marketing materials.
- **More individuals desire to negotiate salary and benefits during the interview process.** Millennials are negotiating new job opportunities differently. They are asking for custom packages, bartering for vacation time, healthcare, and other non-materialistic benefits.
- **More job board options are entering the market and expanding globally.** Coaches are still partial to Indeed.com as a job board and emphasize minimizing job search time spent applying to job boards. They point clients away from paid job boards. It is still critical to go directly to company websites and/or to locate the hiring manager to network into the position.
- **Job seekers are still seeing positive results from hard-copy mailed materials.** Applicants stand out and are getting interviews after mailing a targeted resume and cover letter directly to a hiring manager.
- **Coaches are using specialty directories** like AngelList to help clients identify target organizations and jobs in niche markets.
- **More individuals are in constant job search mode.** A growing percentage of professionals are looking for their next opportunity, whether they are employed or unemployed.

#### **THE NEXT:**

#### **Networking, Traditional & Online Job Search Strategies**

- **There will be more flexible opportunities for all workers,** including options like mid-career internships, and career professionals will adjust job search strategies to help individuals access these opportunities.

## **THE NEW:**

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

- **References are becoming more important in the screening process.** Career professionals are teaching individuals to communicate early and consistently with professional references as a critical part of maintaining a professional network.
- **Phone interviews, virtual interviews, and application essays are more prominent in the hiring process** and career professionals are fielding more requests from clients for coaching in these areas.
- **More companies are using multiple rounds of interviewing and requesting applicants deliver a presentation.** Career professionals report candidates having up to 10 rounds of interviews at a company and candidates being requested to create a presentation on something they are passionate about that is unrelated to the job.
- **States and organizations are prohibiting hiring managers from asking about previous salary.** Individuals are still seeking assistance in answering this question on applications and in interviews. Coaches are guiding professionals to understand a company's compensation structure and philosophy before negotiating salary.
- **Companies are increasingly concerned about bias in the recruiting and hiring process and some are starting to do "blind hiring."** There is more caution during the resume and social media screening process and during interviews. Coaches are helping job seekers determine how to present themselves during a blind hiring process where video interviews screens may be blacked out and voice may be augmented.
- **Companies are using social media screening tools to screen out candidates who demonstrate anger or harassment behaviors.** The legal field and HR technology experts are joining forces to create systems that screen out those who demonstrate these behaviors without increasing bias. Companies are doing more social media screening of current employees and candidates.
- **Companies continue to place value on referrals from current employees.** Technology and policies to encourage referrals are growing. Coaches are guiding clients in gaining referrals from internal employees.
- **Candidates are increasingly frustrated with hiring processes and companies are responding.** Candidates report frequently not hearing back regarding application status and site frustration with the length of online applications. Many companies are using technology to speed hiring and improve the candidate experience.
- **Hiring managers for blue collar positions are still relying on traditional hiring methods, especially in rural areas.** Coaches are working with candidates for these positions to understand how social media and other job search strategies fit within their job search based on hiring practices.
- **Employers are growing applicant pipelines through relationships with universities.** Gamification is on the rise as a means of engaging students and recent graduates as potential applicants.
- **Candidates are still experiencing interviewers and hiring managers to be inflexible with criteria.** Coaches are working with many individuals who feel hiring managers are adhering strictly to qualifications and would rather not hire anyone for the position or hire someone who is less experienced and cheaper.

## **THE NEXT:**

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

- **Search platforms like Google will be used increasingly with recruiting technologies to identify candidates via web search.** Targeted advertising through social media platforms and sites like Google will increase and companies will increase their investment in these types of activities based on the results.
- **Blind hiring and awareness around discrimination of all forms will grow in importance** and more technology will evolve to achieve these goals. This will create new challenges for candidates and coaches will need to adapt new success strategies for clients.

# CAREER COACHING & COUNSELING

## Emerging Theories, Tools & Practices | Career Discovery & Exploration, Assessments & Other Tools | Strategies for Workplace Success

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### THE NEW:

#### Emerging Theories, Tools & Practices

- **Career professionals are using more visual and kinesthetic components in their practices**, including whiteboarding (in person or virtual), video, and other tools to help clients see themes and create short- and long-term strategies.
- **Brain-based success coaching techniques are growing in popularity**, including the law of attraction and mechanics and mindset, as more career professionals realize that mindset is critical for results. Other popular theories include social cognitive career theory, applied positive psychology, and behavioral economics.
- **Coaches are going deeper with clients during interview and networking coaching**, focusing on the mindset and emotions of clients to improve outcomes of interviewing and networking conversations.
- **Individuals are engaging coaches looking for a more holistic approach**. In the challenging market, individuals are experiencing more self-esteem injury and loss of ability to progress or redirect their career after job loss. They need support beyond career issues. Career professionals do not need to know all the answers and need to know where to find them.
- **Career professionals in education settings are adapting to provide a higher level of support**. They are finding high school seniors, college seniors, and new graduates are experiencing “decision paralysis” and requiring more hands-on support to launch their careers.
- **Higher education career services professionals report that students are thinking more about the return on their investment as they select a college and major**. Colleges are putting more emphasis on teaching students soft skills like communication, leadership, problem-solving, and teamwork based on employer input.

### THE NEXT:

#### Emerging Theories, Tools & Practices

- **Technology will continue to close the gap between socioeconomic classes and their access to career services**. Career professionals will create tools that improve services, appeal to a technology-obsessed culture, and enable more individuals to access services.
- **Career professionals will use coaching skills to help younger Millennials and Generation Z shift to a leadership mindset to grow their careers**. Coaches report that young professionals bring a consumerism approach to job search, the workplace, and coaching relationships that does not serve them in achieving their career goals. Tools will help career professionals reach younger audiences.
- **New theories of experiential learning will emerge within career services**. Emerging theories focused on how professionals gain experience will infiltrate career services.
- **A more holistic approach to career services will expand to help professionals struggling with self-authoring**. Career professionals will have an opportunity to help individuals with self-actualization and will find ways to incorporate technology in this process.
- **New models for career coaching and counseling will include experience, learning, and managing expectations**. Coaches will embrace approaches that place more onus on the client to achieve the deep work they desire.

## **THE NEW:**

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

- **Experienced professionals are looking for a more holistic approach to career transition and decision-making.** Career professionals are adapting by guiding them in evaluating how life shapes career choices, using informal assessments, and validating that career change at any age is viable.
- **Positive psychology and strengths-based approaches continue to be popular,** and coaches are using the StrengthsFinder and the VIA Survey of Character Strengths.
- **Coaches are continually helping clients recognize the influence cultural and gender norms and biases have on career decision-making.** Coaches are helping professionals expand their understanding of careers and make informed decisions.
- **Career professionals are integrating new assessments into their practice,** including those that measure aptitudes, interests, and work style (You Science, Career Lift Off, and AARP's Life Reimagined), and assessments that measure emotional intelligence.

## **THE NEXT:**

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

- **Career professionals will seek to take existing assessments and programs from other fields and apply them to career development.** This may include assessments or constructs from personal counseling, marriage counseling, marketing, and other fields. For example, taking *The Five Love Languages* by Gary Chapman and using the constructs applied to relationships to help professionals determine how they give and receive praise.
- **The divide of those with access to career services and those without access will continue to grow.** Schools and colleges are removing assessment opportunities and career services offices while private organizations are investing in improvements for assessments.
- **Career professionals will create more resources for a growing population of older workers** who want to work but are experiencing ageism and lack of flexibility.
- **Career professionals will need skills and resources to help clients start new businesses.**

## **THE NEW:**

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

- **Individuals are focusing on relationship building, keeping up with industry trends, and understanding what they need to do to advance.** This proactive approach to advancement is becoming more common, especially among professionals without degrees.
- **Corporate employee engagement and professional development programs are on the rise as retention issues come to the forefront.** Companies have increased these programs to recruit and retain Millennials who understand the need to take control of their own career development. Professionals who take advantage of these programs will be at an advantage when the economy shifts again.
- **Companies are using assessments to rank new hires.** They use assessments as predictive guides and individuals may face barriers to advancement if their profile does not match that of a high performer. Coaches are helping individuals prepare for these pre- and post-hire assessments.

- **With the growth in remote work, individuals are challenged to manage work-life balance and stay connected with their industry or community.** Career professionals are aiding remote workers in finding opportunities to connect and in staying current with their industry.

### **THE NEXT:**

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

- **Employers will create more internal “gig” opportunities for individuals to make lateral or vertical moves.** As new generations shape the workforce and boomers persist in the workplace, a different concept of advancement will continue to develop. Companies will respond with a different type of career pathing and development programs to retain talent across the generations.
- **Intrapreneurship skills will grow in importance for career advancement within corporations.** Individuals who excel at leading their own careers will have more opportunities for advancement up the new corporate ladder. Career professionals will assist more individuals with job crafting and negotiating for their advancement.

## THE CHANGING GLOBAL EMPLOYMENT LANDSCAPE

### The Changing Face of Jobs & Portable Careers | The Multigenerational, Globally Mobile & Diverse Workplace | Industries & Professions on the Rise & In Decline

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#### **THE NEW:**

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

- **The job market has not become more favorable for candidates despite economic gains.** Many job seekers still find it difficult to transition. Companies have not yet adjusted expectations even though the number of unfilled positions is high in the U.S. Lateral moves are easing, but changes remain challenging and many candidates are still hesitant to relocate.
- **Individuals of all age groups are more interested in smaller, more entrepreneurial organizations.** Coaches are helping clients identify those opportunities and consider how they can design experiences that imitate smaller companies within a larger organization. Professionals are realizing the importance of creating their own multi-dimensional, portable skill set.
- **Political changes in Europe are impacting jobs in the UK, France, and Spain.** Companies are limiting hiring or leaving the UK amid the uncertainty of Brexit, causing difficulty for talent coming in to the UK. Many companies have left Catalonia with some benefit to other areas of Spain, which is experiencing an economic upturn as unemployment is down from 35% to 17%. There is a divide in France between those who speak multiple languages and work for global companies and those who are not engaging in the global workforce.
- **Ex-pats continue to face visa challenges.** Professionals are coaching more clients, especially those in the U.S., on how to address visa objections.
- **Coaches are still witnessing age discrimination – both against candidates who are older and those who are just entering the workforce.** Career professionals are coaching candidates to convince employers of their energy, commitment, and experience by showing instead of telling and having an engaging, professional photo on LinkedIn.
- **Millennials leave a job when they realize it is not a good fit; this is influencing employees across the age groups.** Baby Boomers and Gen X are leaving to do consulting because of this new-found sense of freedom.
- **As Generation Z (1995–2015) enters the workforce, career professionals are experiencing them to be more interested in community and collaboration.** Coaches are helping them draw in their community to assist in their job search and career development efforts. The Center for Generational Kinetics is offering assistance with generational challenges. They provide research-based solutions and thought leadership to deliver insight and drive measurable change with a focus on Millennials and Generation Z.

#### **THE NEXT:**

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

- **The employment landscape will continue changing more rapidly.** The focus on skills of candidates will continue, making it critical for job seekers to demonstrate softer skills in hard business terms and to translate their experience and skills into the language of the future employer. A global perspective will continue to provide an advantage for candidates.
- **Artificial intelligence (AI) will eliminate many jobs and create others.** In some sectors where companies have adapted to have fewer people accomplish more, jobs will not return. Professionals who anticipate needs new

technology creates and learn skills that add value will have an advantage. Professionals who can relearn complex information and implement it will have an advantage.

- **The European worker mentality (shorter work weeks, longer vacations) will start influencing the U.S. workplace** as all generations placing more value on work/life balance and meaningful work.
- **Employers will adjust as the gig economy continues to grow and learn how to embrace contractors, treat them like employees, and not discriminate against them during hiring.** Employers will offer more benefits to these contractors to attract them into roles inside companies. Companies will take advantage of the opportunities the contract employees offer for strengths-based outsourcing.
- **Although 4-year degrees are becoming less attractive to students and employers in today's healthy economy,** when the economy cycles in the future and unemployment is high again, they may again be required for obtaining many positions. Career professionals are helping candidates determine what training programs are important in their careers now and in the future.
- **As the war for talent becomes more heated in some regions/industries, employers will adapt to accommodate those who have gaps in their work history.** New programs will arise to aid women in transitioning in and out of the workforce for childcare and parent care, restrictions will loosen regarding hiring those with criminal backgrounds, and other HR policies will adjust to meet these needs.
- **The pace of work, how work gets done, and the concept of career pathing / advancement will change to meet changes in cognitive processing caused by the internet.** Technology and workplace practices will adapt to meet the needs of decreasing attention spans, constant online activity, and instant gratification. Career professionals will adapt to aid in planning for careers that are no longer linear.
- **The skills gap will continue to grow, as will the wage gap between the service sector and professional jobs.**

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### **THE NEW:**

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

- **Technology and STEM careers are on the rise,** including digital marketing, cyber security (blockchain), robofinancing, software development / coding, AI, virtual reality, forensic accountants with IT skills, and analytics/big data.
- **Health services and healthcare careers are on the rise** as are business services and consumer marketing. This includes food health scientists, nurses, instructors for healthcare training programs, and physical therapists.
- **Traditional journalism careers continue to decline.**
- **Remote work is on the rise,** with 43% of individuals current working remotely. More networking groups will arise to meet the needs of remote and contract workers.

### **THE NEXT:**

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

- **The future of the "gig" or "contract" economy may be in jeopardy** as healthcare options in the U.S. are uncertain and many other countries create policies that limit services like Uber.
- **Career professionals will be called on to help those transitioning in and out of positions in alternative economies,** including the cannabis industry that is only legal in some U.S. states.
- **Positions that support online education will continue to grow,** including instructional designers for online education, teaching, and support / advising roles.

- **Apprenticeships for skilled workers will continue to grow**, as will jobs for those with specialized hands-on skills that cannot be automated or outsourced.
- **Entrepreneurship will continue to rise.** More than 62% of Millennials have considered starting their own business and they will soon gain the experience and resources they need to launch these businesses. More people of all ages will have multiple jobs or streams of income.

# CHALLENGES FOR CAREER PROFESSIONALS

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

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### **THE NEW:**

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

- **Career professionals are seeking out more opportunities for in-person meetings with colleagues.** They are taking more opportunities to stop “doing” and create time for “being” – engaging with their peers, sharing ideas, offering support, and creating referral relationships. This also provides career professionals the opportunity to be affiliated with a larger organization that can provide resources.
- **Even as awareness about career services grows, the industry is still challenged to promote the value of career services.** Career professionals are seeking credentials and affiliating with organizations that have credibility in the marketplace. They are advancing their skills and branding themselves better to remain relevant in a critical field, communicate the ROI of their work, and help the industry be taken seriously.
- **In the careers industry, there is so much to read and so many new technologies that many feel overwhelmed.** They realize they can’t stay up on everything and must trust that they know what they need to for clients or where to find it.
- **Career professionals are feeling pressure to be informed on market and economic trends.** They are turning to their local business journals and national/international publications to stay informed.
- **Career professionals in Europe are engaging in more professional networking opportunities,** including the European Professional Women’s Network, the Career Development Institute (UK), the Institute of Career Certification International (ICCI), the International Coach Federation (ICF), Business Network International (BNI), and Toastmasters.
- **More career professionals are engaging ghost writers and virtual assistants.** This is aiding in their ability to keep up with technology and put in practice what they teach with regard to social media consistency.

### **THE NEXT:**

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

- **Career professional will seek out more interdisciplinary alliances across professions** to create dialogue, build opportunity for themselves and their clients, and improve the reputation of those in the industry.
- **Career professionals will seek more training in using technology to serve clients and manage their practices.**

# Recommended Resources

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## Consolidated List from Career Jam Events

- **Article:** “Why Cover Letters Still Matter” [www.forbes.com/sites/forbescoachescouncil/2017/11/22/why-cover-letters-still-matter/#3c434a5f386e](http://www.forbes.com/sites/forbescoachescouncil/2017/11/22/why-cover-letters-still-matter/#3c434a5f386e)
- **Article:** “Out of the Office: More People are Working Remotely, Study Finds” [www.nytimes.com/2017/02/15/us/remote-workers-work-from-home.html](http://www.nytimes.com/2017/02/15/us/remote-workers-work-from-home.html)
- **Article:** “The Growing Army of Americans Who Work from Home” [www.forbes.com/sites/karstenstrauss/2017/06/22/the-growing-army-of-americans-who-work-from-home/#1cfd07234ff7](http://www.forbes.com/sites/karstenstrauss/2017/06/22/the-growing-army-of-americans-who-work-from-home/#1cfd07234ff7)
- **Article:** “Are Millennials More or Less Likely to Start Their Own Businesses?” [www.forbes.com/sites/larryalton/2017/02/15/are-millennials-more-or-less-likely-to-start-their-own-businesses/](http://www.forbes.com/sites/larryalton/2017/02/15/are-millennials-more-or-less-likely-to-start-their-own-businesses/)
- **Assessments & Approaches:**
  - VIA Survey of Character Strengths: <http://www.viacharacter.org/www/Character-Strengths-Survey>
  - StrengthsFinder 2.0: [www.gallupstrengthscenter.com/Gallup/StrengthsFinder](http://www.gallupstrengthscenter.com/Gallup/StrengthsFinder)
  - Online ID Calculator: [www.onlineidcalculator.com](http://www.onlineidcalculator.com)
  - 360Reach: <http://www.reachcc.com/360reach>
  - YouScience: <https://www.youscience.com/>
  - Career Liftoff: <http://www.careerliftoff.com/>
  - AARP Life Reimagined: <https://www.aarp.org/about-aarp/life-reimagined/>
  - My Career Design Studio: <http://www.careerdesign.studio>
- **Books:**
  - *The Future of Leadership: Rise of Automation, Robotics and Artificial Intelligence* by Brigette Hyacinth
  - *Fit Matters: How to Love Your Job* by Cammie Dunaway and Moe Carrick
  - *Personal Branding for Dummies* by Susan Chritton
  - *The Five Love Languages* by Gary Chapman
  - *The Shallows: What the Internet is Doing to Our Brains* by Nicholas Carr
  - *iGen: Why Today’s Super-Connected Kids are Growing Up Less Rebellious, More Tolerant, Less Happy—and Completely Unprepared for Adulthood—and What That Means for the Rest of Us* by Jean Twenge
  - *Working Identity: Unconventional Strategies for Reinventing Your Career* by Herminia Ibarra
  - *Reality is Broken: Why Games Make Us Better and How They Can Change the World* by Jane McGonigal
  - *Deep Work: Rules for Focused Success in a Distracted World* by Cal Newport
  - *The Essential Guide to Career Certifications* by Paula Brand
- **Business Operations Tools:**
  - Organization: [www.evernote.com](http://www.evernote.com), [www.trello.com](http://www.trello.com), [www.getpocket.com](http://www.getpocket.com)
  - Business social media: [www.swapthebiz.com](http://www.swapthebiz.com), [www.alignable.com](http://www.alignable.com)

- Coworking spaces: [www.uncubed.com](http://www.uncubed.com)
- **Online Brand Management Tools:** [www.Brandyourself.com](http://www.Brandyourself.com), [www.visibility.com](http://www.visibility.com), Rapportive, Google Alerts, Newsle, and Mention
- **Reports:**
  - [Global Recruiting Trends 2017](#)
  - [The 2018 Human Resources Trends to Keep on Your Radar](#)
  - [4 Recruiting Trends to Watch in 2018](#)
  - [Recruiter Nation 2017](#)
  - [Job Seeker Nation 2017](#)
  - [The Year in Search](#)
  - [What Do Graduates Do? \(Nov 2017 edition\)](#)
  - [Labour Market Outlook \(Autumn 2017\)](#)
  - [Job Outlook 2018: College Hiring to Increase by 4%](#)
  - [Brexit Impact on Workforce Trends](#)
  - [The State of Opportunity: Overcoming the Wage Crisis in Today's Labor Market](#)
- **Resources:**
  - NACE Career Readiness Resources: <http://www.nacweb.org/career-readiness/competencies/career-readiness-resources/>
  - Center for Generational Kinetics: <http://genhq.com/>
  - Collaborative and business office space: [www.regus.com/office-space](http://www.regus.com/office-space)
  - 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>, [www.biginterview.com](http://www.biginterview.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),
  - 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)), 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)
- **Veterans Resource:** <https://linkedinforgood.linkedin.com/programs/veterans/premiumform>
- **Video Interviewing Tools/Platforms:** [www.greenjobinterview.com](http://www.greenjobinterview.com), [www.videobiorecruiter.com](http://www.videobiorecruiter.com)
- **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)
  - [www.theskimm.com](http://www.theskimm.com)
  - [www.morningbrew.com](http://www.morningbrew.com)

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