



# CAREER THOUGHT LEADERS

**Presents**

***Findings of 2012 Global Career Brainstorming Day:  
Trends for the Now, the New & the Next in Careers***

***Published March 18, 2013***

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

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# **GLOBAL CAREER BRAINSTORMING DAY**

## **Presented by the Career Thought Leaders Consortium**

### **Friday, November 30, 2012**

#### **SUMMARY**

On Friday, November 30, 2012, nearly 100 career professionals from the United States, Canada, and the United Kingdom met for our third annual Global Career Brainstorming Day, gathering in 7 live and virtual events. Our objective was to brainstorm best practices, innovations, trends, new programs, new processes, and other observations that are currently impacting, and are projected to impact, global employment, job search, and career management.

Each event was hosted by a facilitator and sessions were recorded by a scribe. Post-event data was aggregated, evaluated, and is now presented in this document of critical findings and forecasts. In keeping with the theme of the Career Thought Leaders Consortium, findings are categorized as “the now,” “the new,” or “the next” to reflect the current and anticipated future state of our industry.

Global Career Brainstorming Day 2012 reinforced findings from the previous 2 years, that concepts heralded as “new” or “next” a year or two ago quickly transitioned to the “now” or the “new.” Some strategies had faded in the recent year, while others only continue to grow in popularity.

Career Thought Leaders and participants in Global Career Brainstorming Day 2012 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.

# CONTENTS

Within each of the following categories and subcategories, three brainstorming questions were asked: What is the current situation? (The Now)... What is 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 career management.

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# Career Marketing Communications

## Resumes & Cover Letters | LinkedIn & Other Online Profiles Other Traditional Career Marketing Communications

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### Resumes & Cover Letters: THE NOW

- **“The resume is dead” rumor is significantly overstated.** The resume continues to serve as an essential job-search tool and the foundation for additional career marketing communications.
- **Resumes must be short, concise, and succinct.** Experts agree a typical resume is scanned in 6 to 10 seconds. A 1- or 2-page resume (the latter being the gold standard for even the most experienced senior-level executives) may be augmented by a leadership brief, project addenda, publications addenda, or other supplemental document if needed. The challenge for career professionals (and job seekers) is to tell the career story concisely yet richly and relevantly.
- **Resumes must be designed so that information can be absorbed in quick “bites.”** Resumes are quickly scanned on first review, so information that is buried too deeply in the document or within dense text will likely be overlooked. The best designed resumes provide key information to readers each time they scan the document.
- **Contact information typically includes just one email address, one phone number, and a LinkedIn URL** (appropriate for most candidates). The residential address is most often not included, although it can be helpful to list the region (Boston Metro), especially for those conducting a primarily local job search.
- **A beautiful resume on paper still matters.** Despite most resumes being forwarded electronically, clients still need a document that looks professional and well-designed on paper – a clean, visually compelling design with ample white space. Graphs, color, timelines, logos, and other graphics can enhance visual presentation but must be removed for resumes submitted through applicant tracking systems (ATS).
- **Numbers count.** Resumes should include numbers to quantify results and to detail experience (i.e., number of years using a particular software).
- **Keywords count** – both for getting through ATS and for demonstrating functional knowledge and industry expertise.
- **ATS may require “workarounds” to include essential keywords.** For example, for the candidate who does not have a degree that is a listed job requirement, it may be possible to pass the initial scan by including language such as, “Completed 30 credits toward Bachelor of Science in Business Administration.” While still being truthful, this language lists the required degree and thus may pass the ATS.
- **Quotes can create strong impact on resume and/or cover letter.** Career professionals can ask clients for endorsements from customers, former managers, or colleagues to substantiate each of their main competencies, then determine best positioning of select quotes. Quotes can also be taken from LinkedIn recommendations.
- **Photographs remain in use in mainland Europe and on some UK resumes.** This is not the case in the US, although photos are often used on bios and are a best practice for LinkedIn profiles.
- **What’s old is new:** Job seekers may find it valuable to follow up an electronic resume submittal with a beautifully printed version mailed in a flat catalog envelope via the postal service. It creates an opportunity for a second touch – and when a follow-up phone call is added, the candidate has created a third touch.
- **Cover letters still can serve to open a dialogue.** Some recipients (HR and hiring managers) never read cover letters, but others give them serious attention. It is a best practice to include a cover letter when sending a resume. The cover letter should feature information that will make the candidate stand out from the competition.

- **Resumes can make the connection from “what” to “why.”** Especially important for candidates who are changing industries, repositioning themselves, or possess a unique combination of past experience, the profile/summary section of the resume can help employers understand the reason for the change by tying “what” the candidate does (or wants to do) to “why” he or she does it.
- **Multiple versions of the resume and cover letter may be needed** – geared to different targets, tapping different expertise and experience.
- **Career professionals use a variety of questions to glean great content for the resume. Examples include:** What would happen if you didn’t show up for the next month? What would those you most admire say you are known for? What differentiates you from the other candidates? Why should we hire you? For what are you known as the “go-to” person? How can you deliver good ROI? How did you make a difference?
- **The resume can be viewed as the hub of a wheel** with other career collateral (LinkedIn profile, networking resume, bio, elevator pitch, etc.) serving as the spokes around it.

## Resumes & Cover Letters: THE NEW

- **Portfolios have become more important**, with the resume and cover letter included as components.
- **Business cards with pictures** (for college students, especially) are surfacing.
- **QR codes on resumes are a minor trend**, with some career professionals not finding them of value while others believing that the QR code positions the applicant as up-to-date and technologically savvy.
- **Consistent, branded content across all documents is essential.** The resume/CV must echo the information presented on a LinkedIn profile and match what has been submitted among recruiters, employers, and networking contacts.
- **CAR/STAR stories have become even more essential tools for smart job seekers.** CAR (Challenge–Action–Result) or STAR (Situation–Task–Action–Result) stories are the foundation for resume development, for career stories told on social media, and for interview preparation.
- **Formatting constraints remind career professionals to know their clients’ audiences:** BlueSteps (targets senior-executive candidates only) accommodates PDF format; Bullhorn recruiting software (<http://www.bullhorn.com>) allows attachment of fully formatted copy; Preptel resume analysis software (<http://www.preptel.com>) accepts Word docs, but no graphics.
- **Candidates working with recruiters must be receptive to their requirements:** Recruiters are becoming the agent between the client and employer and are dictating requirements for resumes.
- **Concise, quickly scannable resumes are essential.** However, there does not appear to be great demand for “Tweet”-able resumes – resume messages conveyed in 140-character bites.
- **An email message to prospective employer is replacing the cover letter**, and the trend is toward shorter, more direct messages than the traditional cover letter.
- **Candidates must tailor cover letter and resume to specific job openings.**
- **Among senior-level clients, executive summaries** (one-page documents written after the resume) are in demand.
- **The choice of email host sends a message**, with Gmail being the currently “in” account and AOL being perceived as antiquated.
- **Skype IDs are included on resumes of younger candidates.**

## Resumes & Cover Letters: THE NEXT

- **Future of resumes:** The trend toward briefer, smaller resumes will continue. Video may rise in popularity, if not as a resume then as a candidate supplement, despite the risks of discrimination inherent in video resumes.
- **Keyword sorting:** Will there be a “Siri” sorting of words on resumes? How sophisticated will keyword matching become? What is the balance between writing for ATS and recruiters vs. writing for readability and networking? Keyword sorting and matching will continue to evolve, and keywords will continue to be a critical consideration for resume writers.
- **Death of the resume?** Already we have seen the reality of candidates landing jobs without resumes – based on social media networking that leads to conversations and subsequent job offers.
- **Replacement for business cards:** Point people to an about.me page (<http://about.me/suzie smith>), link a QR code to your mobile business card (<http://visibility.com>), or ask people to Google you.
- **Word-cloud resumes from job postings:** There was a suggestion that job postings could be pasted into a word cloud that creates a graphic display of SEO. Preptel is evidently experimenting with this (initial report was that the resumes created by this method were not attractive). These technology-influenced/generated resumes looked like they were created to “game the system,” but the concept may take off as ATS/resume-scanning technology becomes more sophisticated.
- **Change in hiring methodology might alter how candidates present:** Some career professionals believe employers will move from external recruiters to an internal hiring process that will depend heavily on identifying prospective employees through their online presence. Personal websites, social media presence, subject matter expertise, and a well-defined personal brand will be the requirements for gaining the attention of prospective employers. Again, this foreshadows the death of the resume.
- **Long-term client relationships:** Career professionals should become career partners with clients, not just handle a single transaction.

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## LinkedIn & Other Online Profiles: THE NOW

- **What was “the new” just a few years ago is now the standard for job seekers at all levels.** Career professionals expressed universal agreement that LinkedIn is an essential part of a job-search strategy – but recognize that many clients do not understand the need nor do they know how to properly use this networking tool.
- **Pinterest adds visual interest for many.** A self-expressive bulletin board, this tool allows candidates to share a variety of information about themselves. Concerns of privacy (lack thereof) were expressed along with caution for possible bias against information posted (candidates should be encouraged to avoid posting political and religious information).
- **Global use of social media** ranges from 1 out of 4 candidates in the UK using LinkedIn to use of other sites in different countries (i.e., Xing in Germany). Information on online usage and preferences in Europe can be found at <http://www.newmediatrendwatch.com>; the direct link to information about France is at <http://www.newmediatrendwatch.com/markets-by-country/10-europe/52-france>.
- **Revenue stream for career professionals:** Creating LinkedIn profiles is big business – and among some career professionals there’s consensus that the LI profile is more important than the resume. Recent stats show that 92% of recruiters use LinkedIn to identify candidates.
- **Resistance to using LinkedIn** is still noted among some senior-level professionals, older workers who are not tech-savvy, and some military clients.
- **Recruiting is big business for LinkedIn.** *Workforce Week* reports that LinkedIn charges \$15,000 for a one-time key executive search of 2500 candidates and \$18,000 for an advanced search that goes beyond LinkedIn.

- **Endorsements vs. recommendations.** Most folks aren't too excited about endorsements on LinkedIn and prefer the richer recommendations both for themselves and their clients. A recommendation implies a solid, ongoing relationship, and writing the recommendation requires thought and time. An endorsement more closely resembles a "like" on Facebook. There is a rumor that endorsements are the next step to figuring out how to enhance SEO for recruiters.
- **Strategy for garnering recommendations.** To help in the process of obtaining recommendations, ask clients (or offer service) to write bullet points or even a sample recommendation for review by the recommending party. Many people mean well but aren't sure what to say or won't take the time unless you make it easy for them.
- **Ongoing challenge (and opportunity) for clients and career professionals:** Clients and coaches know how to establish a profile but not how to take advantage of all of the many features of LinkedIn. Jason Alba's book, *So I'm on Linked In, Now What?*, is a recommended resource. Some career professionals provide training to other resume writers/career coaches.
- **Teach clients the value of Groups and how to use the tool most effectively.** Encourage clients to select a handful (not the maximum of 50 allowed by LinkedIn) of active, manageable groups (those with 100s to 1000s of members, not .5M), identify groups in which some members are known/recognized, then begin to lurk, network, offer value-added content that's on-brand in the form of discussion starters/comments/likes, and then demonstrate thought leadership.
- **Regular LinkedIn updates** create activity and help job seekers stay top-of-mind with their network.
- **Keywords are king on LinkedIn.** Both career professionals and job seekers can optimize SEO and ability to be found by including keywords in the headline, customizing job titles to better capture the past function, and highlighting the correlation to the current target.
- **Most career professionals agree that active voice/first person should be used for the LinkedIn profile.**
- **More or less on LinkedIn?** There were split opinions regarding the need for more details about accomplishments on LinkedIn – and whether or not LinkedIn was becoming a replacement for resumes. Some career professionals think yes ... others believe strongly that a few salient CAR/STAR stories should appear on LI with a conversational and branded profile – the idea being to get off line and into discussions (including request for resume) as quickly as possible.

## LinkedIn & Other Online Profiles: THE NEW

- **Does it pay to pay?** While recruiters pay large fees to LinkedIn to be able to search and see candidates, for most individual candidates and career professionals the free LI membership allows everything needed to appropriately network.
- **Consistency in branding is essential,** and career professionals know they need to coach clients on this important strategy.
- **Encourage candidates to dig deep.** LinkedIn offers many opportunities to learn more about a company online – do they like the way a company presents itself? (i.e., Unilever, Save the Children – both excellent examples of social media engagement with potential employees)
- **Despite technology comfort, university students not keen on LinkedIn.** There seems to be skepticism about its relevance and value – and uncertainty about engaging. Career professionals can coach students on appropriate use of LinkedIn and the importance of building a foundation and robust connections early in their university careers.
- **Advantages of LinkedIn over resume.** More so than resumes, LinkedIn profiles can be constructed to help candidates "pivot," e.g., achieve career transition. Some recruiters will accept LinkedIn URLs/invitations but not unsolicited resumes.
- **Writing LinkedIn profiles is a growing revenue stream.** While some career professionals said that rarely do their clients ask them to write their LinkedIn profiles, for others, these are a key component in a resume package, with fees for just the LinkedIn profile ranging from \$150 to \$600+. All agreed that LinkedIn profiles are companions, not replacements, for resumes. The site (not endorsed) [www.linkedinlab.com](http://www.linkedinlab.com) can "turn your LinkedIn Profile into a beautiful resume in seconds. You pick a resume template, customize the content, and print and share the result to your heart's content." It has limited editing capabilities but might work with clients who are working on their LinkedIn profile and are open to lots of coaching.

## LinkedIn & Other Online Profiles: THE NEXT

- **Impact of Google and Twitter** was discussed. LinkedIn's model of selling to HR groups may become extinct. Google may create a private section, and Twitter enables quick turnaround, slide-share demos, and blogging.
- **Essential for candidates to be on LinkedIn.** Employers are going directly to employees, bypassing recruiter and resume.
- **Blogging can help clients establish more robust digital identity.** As more and more people appear on LinkedIn, additional online visibility becomes even more important to help candidates stand out.
- **Will LinkedIn support portfolio careers?** The ideal scenario is a well-branded profile that pulls everything together under one professional identity. When this is not possible, will LinkedIn allow for different layers or multiple profiles?
- **LinkedIn connections can be superficial.** Candidates need to become immersed in give-and-take and must build a real network. They must also accept that LinkedIn is NOT a silver bullet in job search/career transition.
- **Career professionals must effectively model optimal use of LinkedIn for themselves.**
- **Strategies are needed to encourage reluctant/resistant users to embrace LinkedIn and optimize its use.**
- **Uncertainty of future recruitment/candidate selection strategies.** Career professionals will need to stay abreast of trends. Experience with graduate (not executive level) recruiters suggests heterogeneity, not homogeneity, in approach.
- **A best practice is to have the LinkedIn profile complement, not copy, the resume,** with the online profile written in tone, language, content, and length appropriate for a social, public medium.
- **LinkedIn profile writing included automatically in resume writing service.** As LinkedIn has gone from "nice" to "advantageous" to "essential" for job seekers, resume writers may automatically bundle the services so that every client has both a powerful resume and a compelling (and congruent) LinkedIn profile.

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## VideoBios, Web Portfolios, Visual CVs & Other Multimedia Tools: THE NOW

- **Web portfolios** are currently being utilized, primarily by those in the graphics field.
- **Video resumes seem more accepted and used on the West Coast.** Consensus seems to be that video has not been embraced at the C-level, and at all levels there is resistance due to EEO issues, although photos have become ubiquitous through other acceptable platforms, e.g., LinkedIn. Some suggest that video bios have not taken off as anticipated, possibly because of expanded use of LinkedIn and Pinterest.
- **Some recruiters like video resumes (bios) and Skype** as easier way to screen candidates than traditional resume reviews. Poor quality of technology and presentation skills can negatively impact candidate who may look better on paper. For candidates, online presence and portfolio can convey professionalism, tech-savviness, and currency in addition to content.

## VideoBios, Web Portfolios, Visual CVs & Other Multimedia Tools: THE NEW

- **Use of Skype for long-distance interviews is becoming more widespread.** Clients are recommended to use a commercial site where camera angle is improved (even a book raising a laptop to proper height can be an improvement).
- **Colleges are embracing video format and other social media tools** – from videos to link students to internships and even tweets becoming part of the college application process.
- **Clients are recognizing the value of working with a professional to coach their video strategies** (from Skype presentations and interviews to script writing and videography). There will be a growing need for career coaches able to help clients develop skills necessary to excel in online and video presentations.



## VideoBios, Web Portfolios, Visual CVs & Other Multimedia Tools: THE NEXT

- **Portfolios are anticipated to increase in use** – especially as career seekers transition to new fields. Portfolios can be an effective way to express one’s brand and combine diverse personal and professional elements into a cohesive picture.
- **Key to successful job searches will be the management** of video/live presentation profiles. Changes will be driven by technological advances.



## Job Search

### Online Job Search | Recruitment | Outplacement Traditional Networking | Online Social Networking How Employees Are Screened, Interviewed & Hired

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#### Online Job Search: THE NOW

- **Nontraditional strategies include** using Craigslist, elance.com, sologig, BESS (UK), and others to source opportunities.
- **It is important to use targeted approaches** – adjusting keywords and refocusing profiles in the resume.
- **Clients are advised to save a copy of their online application along with the resume uploaded** for each application so they will remember what was sent and can best prepare for the interview.
- **Clients are cautioned to be selective on applications within the same company.** Because all managers can see all jobs applied for, the candidate could appear to be desperate or indiscriminant.
- **Informational interviews remain a valuable networking strategy** – and networking should be given top attention. Clients should be advised not to rely only on online job searches, as the majority of jobs are still found through networking. Informational interviewing can reveal valuable “insider intelligence,” and candidates can learn about a company’s culture.
- **Internships and other temping opportunities were endorsed** to demonstrate fit, get noticed, and perhaps get hired.
- **Clients would benefit from being taught how to tap the hidden job market.** Most need coaching on effective networking.
- **Students, in particular, need coaching on targets.** They are very focused on big blue-chip companies and less aware that more job opportunities exist in the SME (Small and Medium Enterprise) segment.
- **Applicant tracking systems (ATS)** are not standardized and cause qualified candidates to be eliminated because the system does not accurately read resumes.
- **Clients should create their own personal networking/marketing plans.** Along with goals and deadlines, these help to focus job-search activities, clarify value, and improve communications.
- **Smaller, regional, and industry-specific job boards** seem to make clients more comfortable than the major job boards and get results. Time-saving aggregators such as indeed.com, careeronestop.org, simplyhired.com (simplyhired.co.uk), and hireavet.com are also popular.
- **Clients should be encouraged to go through “side doors” for introductions,** a key element of strategic job search. Indirect routes can include friends, colleagues, recruiters, first- or second-degree connections on LinkedIn, and others.

- **When assessing fit with an opening, if a candidate can hit 80%–85%** of what employer wants (without any serious omissions), it is worth the application.
- **Networking never stops.** Clients should be encouraged to build and maintain a network, even once employed.

## Online Job Search: THE NEW

- **Executive coaching continues to be popular.**
- **Salary information may be available to candidates earlier in the process,** and searches are generally more “high touch.”
- **Working from home (virtual work) is seen as a recruitment tool,** even though there appears to be less of this virtual work available in the marketplace.
- **Applications are mobile.** Job-search documents need to look good on smartphones and tablets.
- **LinkedIn is a research tool in job search** – not just a repository for credentials. Key uses of LinkedIn in job search include conducting research, targeting companies, gaining visibility, and updating status.

## Online Job Search: THE NEXT

- **There is a return to meeting up** – meeting face-to-face to bridge the gap and as an antidote to constant online communication and connection.
- **To remain competitive in online job searches, candidates may need support from multiple providers:** an advisor for job-search documents; one for media presence; one for brand development; and one for reputation management. Professionals in the field may need to specialize to stay current and form consortiums to meet the needs of clients.
- **Job-search techniques will become part of post-secondary education curriculum;** the need for qualified job-search coaches will grow. Clients need education on uses of various online tools.
- **Automated tracking/scanning systems using keyword searches** are in their infancy, but over the next five years we can see the technology evolving to include phrases and terms. If this trend continues, the programs may begin to function almost as an initial interview.

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## Recruitment: THE NOW

- **There is greater focus required on the recruiters’ needs for their clients.** Headhunters/recruiters are looking for alignment between job specification and CVs and, then further, at cultural fit factors. Candidates must be ready to answer the question, “I’m the right person because ...”
- **Client education is still in order.** Some candidates need to be reminded that recruiters work for *companies*, not them. Candidates also need to know that they should *not* pay a fee (employers pay the fees of reputable recruiters).
- **Recruiters remain the “go-to” method for certain fields:** C-level jobs (retained search), accounting, and IT.
- **Candidates should consider recruiters as resources.** They should diplomatically ask qualifying questions to learn the relationship the recruiter has with the company (contingency, retained), how well and long they have known the hiring manager, and how many candidates they (firm) have successfully placed with the company.
- **Staffing/employment agencies can be limiting for clients** as employers may have to buy candidates away from the agency. But they can be viable opportunities for low- and mid-level candidates. Some industries/companies rely on staffing agencies to hire for select (usually lower-level) jobs; partnerships are in place for exclusivity with respect to hires.
- **Recruitment firms are for candidates at the top of their industry only!**

## Recruitment: THE NEW

- **Recruiting firms may have trouble getting paid by employers** for candidates who are available/searchable elsewhere.
- **In general, recruiters do not search open job boards for candidates.** But they do look for candidates on LinkedIn.
- **Recruiters are becoming the agent** between the client and employer and are dictating requirements for resumes.
- **Recruiters recognize that networking is key and are relying more on social networking.** Recruiters are expected to deliver candidates who offer ROI, e.g., valuable networks and connections.

## Recruitment: THE NEXT

- **Employers will move from using external recruiters to an internal hiring process** that will depend heavily on identifying prospective employees through their online presence and through referrals of existing employees. Personal websites, social media presence, development of subject matter expertise, and a well-defined personal brand will be the requirements for gaining the attention of prospective employers.
- **Encourage clients to follow recruiters on Twitter and LinkedIn** and try to interact with them.

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## Outplacement: THE NOW

- **Outplacement appears to be less prevalent.** Level of service purchased has decreased over the last 5 years; and when services are provided, they include less one-on-one contact and more group and online support.
- **Even if job seekers have retained their own coaches or resumes writers,** they should take full advantage of any and all services offered by a company.

## Outplacement: THE NEW

- **The fastest growing part of the outplacement industry is concierge firms that handle all services online,** employing virtual resume writers, job-search coaches, and job developers.

## Outplacement: THE NEXT

- **Employers will not fund outplacement services** unless legally mandated to do so. Candidates will purchase these services or turn to public programs for job-search assistance.
- **One-Stop Career Centers** can provide most standard outplacement services.
- **Some colleges are outsourcing their career placement services;** this may be an opportunity for career professionals to partner with career service departments.

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## Traditional Networking: THE NOW

- **There is a need for human connection.** Meet-up groups are popping up locally and regionally.
- **Recommended networking resources include:** *Harvard Business Review* articles (<http://hbr.org/search/networking>) and *How Leaders Create and Use Networks* by Herminia Ibarra and Mark Hunter ([http://www.brittenassociates.com/documents\\_articles/Leaders%20Creating%20Using%20Networks.pdf](http://www.brittenassociates.com/documents_articles/Leaders%20Creating%20Using%20Networks.pdf)).

- **Candidates need to be urged to join professional associations and groups for networking purposes.** They should also be encouraged to volunteer in various organizations and showcase this work on resumes.

## **Traditional Networking: THE NEW**

- **Career coaches are promoting the need to see networking as a means of helping others** – paying it forward so it's networking for abundance.
- **Job seekers should have business cards ready so new contacts have a takeaway.** Business cards are becoming more visual with photographs and other graphics, and LinkedIn URLs should be included on business cards. QR codes on business cards can link to one's mobile business card.

## **Traditional Networking: THE NEXT**

- **Business cards will be exchanged with smartphone technology.**
- **Links to all online social presence will be included on business cards and career marketing documents.**
- **Candidates will continue to get jobs because of who they are and who they know.** Traditional networking is still important, as are professional groups and affiliations. Online social media simply make it easier to identify and connect with others who can be helpful in the job search.

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## **Online Social Networking: THE NOW**

- **Some career professionals opined that LinkedIn is quite formal, Twitter is more informal, and neither is used effectively by the majority of job seekers.**
- **A strong social media presence is necessary for successful job search and career management.** Employers check LinkedIn and Facebook after application review but before an interview is arranged.
- **Some students and mature adults** do not appreciate the need for a formal photo on LinkedIn. However, it is considered a best practice to include a photo because of the social and networking nature of the site, and profiles without photos might be viewed as “dodgy” or less than transparent. Thus it becomes the career professional's task to educate and guide job seekers in conforming to accepted standards.
- **There is increased use of LinkedIn as the “best” online job-searching tool.**

## **Online Social Networking: THE NEW**

- **An innovative recruiter in the UK (@gradvert) launched a new Twitter initiative.** @gradvert supports graduates finding jobs in the northeast of England by using a weekly Twitter chat (#NEgrads) as a job-search tool. Graduate vacancies are tweeted; SMEs, large graduate employers, and recruiters working with graduates share job opportunities. Graduates can tweet their LinkedIn details to promote themselves or respond directly to openings during the Twitter chat.
- **Some career professionals believe that Twitter and Facebook have surpassed LinkedIn for job-search networking.** Job seekers will need to master/control their presence on all platforms to be competitive.
- **It was noted that if a client is using Twitter as a research tool, an account is not needed.** The advanced search feature can be used. Clients should use that feature to build a network, find recruiters, and follow recruiters and companies.
- **Candidates (and career professionals) should use hashtags** to follow conference info as appropriate and follow up directly with attendees and presenters.

## Online Social Networking: THE NEXT

- **Job seekers face the challenge of maintaining a consistent brand and active presence on all social media** and increasingly will turn to career professionals for help.
- **Social media will continue to change and evolve** to remain vital and to keep pace with technology. Career professionals and job seekers must stay open to new services and up to date on advances to be sure they are using the right tools and using them appropriately.

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## How Employees Are Screened, Interviewed & Hired: THE NOW

- **Applicant tracking systems have become commonplace for companies of all sizes.** Those that do not have systems of their own can use the ATS of major job boards such as Monster.com.
- **Personality and skills assessments are very important to many employers.** As well, resume writers and job coaches use assessments to understand their clients and create appropriate documents.
- **The hiring process grows longer.** We are seeing longer timeframes, with more steps, a higher number of interviews, and more delays between stages. So there is a challenge in keeping clients engaged, maintaining the momentum, staying positive, keeping all the balls in the air, and managing both job search and personal/life challenges.
- **Clients should approach job search like a sale:** Keep searching and building a pipeline, maintaining momentum, until there is an offer and acceptance of that offer.
- **It can be helpful for career professionals to communicate the value of hearing “no” as a necessary part of the journey to “yes.”** Acknowledge and honor each “no” as progress.
- **Mentoring can be very helpful;** Five O’clock Club was recommended.
- **Clients are encouraged to build benchmarks throughout their job search** instead of simply viewing the offer as the solely valuable end-game. With this approach, clients can feel and measure their success along the way.
- **Current job-search statistics.** A large university in Kentucky that hires about 2000 people a year receives about 75 applications per opening. In 2011, 20% of the university’s hires were through temp agencies. That same year, 2,900 jobs were posted, 89,000 applications were taken, and 2,308 were hired. Clients should expect about 1 month of job search for every \$10K they want to earn (a statistic that has prevailed for more than 2 decades). An average search is 6–9 months.
- **Employment paradox:** When organizations are laying off, they are often also hiring in other areas – perhaps seeking cheaper workers or employees with specialized skills.
- **Trend in employment:** New jobs are not traditional, benefitted, FTE. Many are more “consultant-like.”
- **Overqualified candidates** continue to require assistance. Brevity is important, both in resumes and in presentation. Resumes must be no longer than two pages, and clients must be able to share their unique value in 30–90 seconds. Coaching can help address attitudes like superiority and an unwillingness to customize their marketing documents.

## How Employees Are Screened, Interviewed & Hired: THE NEW

- **Career professionals have seen an increase in initial phone interviews and the number of companies using Assessment Centres/Case Studies.** More companies also using strengths-based interviews (combined with competency/motivational).
- **Skype is increasingly being used for first-stage interviews.**
- **Companies expect candidates to have researched their organization** and the market that it operates in; a review of a company website is not enough.

- **Clients must be educated on the importance of assessments** in the interview and job-search process.
- **“Job sculpting”** explains how to adapt a role to suit specific needs and encourages line managers to understand what their direct reports want. Resource: *Harvard Business Review* article on job sculpting (<http://hbr.org/1999/09/job-sculpting-the-art-of-retaining-your-best-people/ar/1>).
- **Adult internships are becoming more prevalent.** Resource for adult internships: <http://www.youtern.com/thesavvyintern/index.php/2011/05/13/game-changing-internships-for-career-transition-are-you-crazy/>
- **There is a disconnect between worker and employer expectations with regard to training and education.** Employers want employees ready to work day one and may no longer invest in training new employees. Employees feel that giving 100% of work time to the job will lead to career advancement and expect the employer to pay for necessary training.

## How Employees Are Screened, Interviewed & Hired: THE NEXT

- **Automated interviews via computer are beginning to be used.** One company interviewed a candidate via home computer. The applicant received questions via computer screen and then had two minutes to answer each question verbally (there was a timer in the corner of the screen so that the candidate could see how much time remained to answer the question). The answers were then recorded and it’s assumed listened to at a later date.
- **Some career professionals are taking a bigger role in helping clients** – not just getting the interview, but getting the job.



# Career Planning & Management

## Personal Branding | Assessments & Tools | Online Identity Management Strategies for Success & Advancement in the Workplace

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### Personal Branding: THE NOW

- **Branding is king, along with personal reputation.** Personal brands must be communicated through all mediums. Companies want to hire authentic people.
- **Appearance is an important issue in personal branding** and will be challenging for some young people who might not see the need to cover up tattoos or adapt their wardrobe (i.e., not wear short skirts with stilettos in a professional setting).
- **Recommended branding resource:** *The Anti-Resume Revolution*.
- **Some counselors do not “get” branding** (don’t understand concepts behind developing a brand). Those career professionals who do understand it work with clients to help them build branding statements that deliver value. Developing these statements includes finding common threads, themes in data mining, and patterns.
- **The shorter the better** – branding statements are ideally one or two great, memorable lines.

## Personal Branding: THE NEW

- **Career professionals believe the future of career management will be heavily branded.** Candidates get known by their brands, which express their value.
- **Candidates create and recreate their brands.** They have the opportunity to erase an old brand and develop a new one.
- **Branding is becoming more prevalent and better understood.** There is a growing understanding of the importance of branding for job search and career advancement. Social media demands branding to communicate what you have to offer a prospective employer.

## Personal Branding: THE NEXT

- **Developing and updating branding message will be key to career advancement;** employers will expect it and use it to determine cultural fit. QR codes or other links will be a standard part of resumes to support accomplishment statements with work samples and showcase achievements. Branding will happen early in one's career and change throughout career; rebranding will be a key part of career change and advancement.
- **Continuing education is essential** – educating clients on how to develop their brands and use them consistently.

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## Assessments & Tools: THE NOW

- **Assessments can be very useful.** Clients love to take assessments, and their results, when interpreted by a trained career professional, can be very insightful. Concern was expressed about assessment products that are out there but not proven over time.
- **Most popular assessment tools include** Myers Briggs, DISC, Insights, Page Work Behavior Inventory, Career Lift Off, Imaginary Lives, Seven Stories, Strengths Finder, Type Verifier, SkillScan, and SDS.
- **The following trends in assessments and tools were reported:**
  - DISC is the big thing now, and Myers Briggs is being used less; others felt MBTI was still relevant (*Do What You Love*).
  - Strength Finders was considered to still be useful with a very positive focus.
  - The Johari window ([http://en.wikipedia.org/wiki/Johari\\_window](http://en.wikipedia.org/wiki/Johari_window)) is a free tool that can be sent out to many people to see what they think of a candidate.

## Assessments & Tools: THE NEW

- **Values in Action** is a new assessment that works on strengths and provides quick information for clients.
- **Career professionals should consistently seek out new inventories and personality profiles to better serve clients.**

## Assessments & Tools: THE NEXT

- **There was strong agreement that assessments will continue to be utilized** and newer versions of some of the older versions of Holland, Strong, etc., will continue to be developed. Career professionals need to find the most reliable tool for the client or a combination of assessments to be used, with a huge caution to not use tools that are found on the internet that have not been verified by a reliable certifying organization.
- **For career professionals, it is a challenge to choose and use assessments and inventories to best serve clients.**

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## Online Identity Management: THE NOW

- **Few clients are asking about online identity management now.** Many career professionals are not offering this service.
- **Career professionals are counseling clients to use social media as a branding tool and use it appropriately.** Job seekers realize the importance of social media, but are often overwhelmed using it.
- **Clients are being coached to use the LinkedIn privacy function** where there is concern with employers seeing changes made to profiles.
- **Currently QR codes do not seem to be having a large impact on the career industry.**

## Online Identity Management: THE NEW

- **Technology-challenged clients** present challenge to career professionals, especially in convincing the tech-reluctant clients to use technologies, overcome concerns of privacy, and use the tools. Blogs and tweets can help to reinforce career professionals' status as subject matter experts.
- **Recommended critical mass on LinkedIn:** 150 contacts minimum for the tool to be effective.
- **Some career professionals say Facebook and Twitter have surpassed LinkedIn as job-search networking tools.**
- **Career professionals are advised to Google new clients before coaching,** then use that information with clients.
- **Some business professionals may use QR codes as a resource** for reading resumes and researching candidates on smartphones.

## Online Identity Management: THE NEXT

- **Endorsements on LinkedIn may be a wave of the future.** There is a huge difference in value between recommendations (more valuable) and endorsements (much less valuable). Some career professionals compared similarity of endorsements to Angie's list, where endorsements are evidence of basic trust.
- **References are out ... reputation is in.** Social media recommendations are all about knowing, liking, and trusting.
- **Some career professionals speculate that Google+ may be too late to the social media party.** But for SEO purposes, candidates and career professionals should maintain a Google+ profile.
- **Job applicants may seek professional help managing multiple social networks;** one of the networks may become the industry leader (similar to the evolution of office software from multiple options to domination by Microsoft).
- **Recommend to clients that it is important to "bury" any online "dirt" with positive information.** Career professionals need to learn more about this as the online reputation management process evolves and changes.
- **Most career professionals thought that LinkedIn is likely to invent/create some sort of "next" thing** that will bring technology and job seekers even closer together.
- **Clients may need to contract for reputation management.**

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## Strategies for Success & Advancement in the Workplace: THE NOW

- **Employee rotation programs were discussed.** Some career professionals reported the stance that employees should be rotated after five years to keep fresh and gain perspective. This aligns with one sentiment that "the worst thing is to stay in one spot too long," basically becoming "not hireable."



- **Employers are reporting a skills gap**, yet organizations are not willing to train. Management skills are lacking. Career advancers should keep up with training that is often no longer provided by employer.
- **Some career professionals question if the career ladder still relevant?** For many there is no longer career progression, but they do need to develop skills and expertise to remain marketable.
- **Organizations don't want to talk about careers; their focus is more on talent management** and their assumption is that career discussions will result in staff leaving. It is possible that organizations are changing so fast they do not know what they will want in terms of talent in the future.
- **Companies say they want to develop their staff, but their actions are not consistent and some have decreased their investment in training and development.**
- **Workers are seeing fewer internal career opportunities.** Line managers often don't know where the opportunities are. In the boom years it was easy for a person to move to a new job; they now need to put in more effort because there are fewer opportunities.
- **The idea of managing your career is having a resurgence.**
- **"Best Companies" and those that have a global strategy to careers** are looking at ways to provide career support and improve the quality of career conversations as a means of attracting talent, building employee engagement, and increasing internal mobility/career progression.
- **There is more of a focus on workplace sponsors rather than mentors.**
- **There is a definite trend toward contractors versus employees** (driving portfolio career management).

## Strategies for Success & Advancement in the Workplace: THE NEW

- **Some career professionals believe the recession is close to ending, citing the following trends:** more progress within companies; growing demand for workers; growth in businesses enticing people to stay; worry about losing managers and other key talent.
- **Women re-launching after taking a career break** (usually to raise a family) need to rebuild their confidence and understand how to re-insert themselves into the work force. Resource: [www.irelaunch.com](http://www.irelaunch.com): *Back on the Career Track* by Cohen & Rabin.
- **Resources for workplace success include:**
  - Daniel Porot, career professional and author ([www.porot.com](http://www.porot.com)) talks about *7 Parameters to Managing Your Career* – focus is on being proactive; creating visibility.
  - Herminia Ibarra, Professor of Organizational Behavior at INSEAD – *Working Identity: Unconventional Strategies for Reinventing Your Career*.
  - *The Shift – The Future of Work* is already here <http://www.lyndagrattton.com/>
  - Career Innovation ([www.careerinnovation.com](http://www.careerinnovation.com)) has designed a diagnostic tool to measure a person's career health and agility – CareerPulse™. This tool is based on evidence about the things that help people achieve career satisfaction and success. Users complete a short questionnaire and receive development suggestions to help increase their career "agility" in 7 areas (stretch yourself, adapt to change, build your brand, build your network, know yourself, spot the opportunities, and plan and reflect). Along with Career Innovation's other career tools, this tool sits on a "next-generation" career tools platform. One of the main benefits of CareerPulse™ is that it provides a great starting point for people who want to learn more about what they can be doing to develop their careers.
- **Professional advancement depends on self-promotion** through social media and traditional networking.
- **Career professionals should encourage workers to get experience that correlates to the next job on the career path.**

## Strategies for Success & Advancement in the Workplace: THE NEXT

- **Clients should be encouraged to look for internal career mobility** and alternative opportunities within a company.
- **People need guidance on how to manage their career** – to learn the skills to network, interview well, job search effectively, communicate. Also needed is the self-awareness to understand the best role within an organization and to understand when to move on.
- **Companies are looking again at ways of providing relevant information to employees** about potential career journeys they can follow, to meet the needs of employees but also to meet capability planning needs – even as it is no longer appropriate to provide fixed paths. The companies doing well are trying to paint a picture of broad options based on types of work and level, with a strong emphasis on promoting “career stories” on how people have navigated their careers.
- **Technical colleges and universities** are working with employers to discover and develop the skill sets actually needed in the workplace.



# Career Counseling & Coaching

## Current & Emerging Theories

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### Current & Emerging Theories: THE NOW

- **Trends within companies:** As organizations get flatter, markets globalize, and there are fewer options to “go up,” career professionals need to coach clients about alternative career models.
- **Resources for career coaching and counseling theories:** James Citrin, *The 5 Patterns of Extraordinary Careers: The Guide for Achieving Success and Satisfaction* (2003); Amy Reiss, *Must Make, Must Design*.
- **Career professionals should urge clients to set a date to achieve their goals.**
- **Challenges for new graduates** (perhaps those who have helicopter parents): Some new employees need to be told what to do next because their parents did it all before.
- **There is a current emphasis on credentialing.** Some find credentials to be outdated before completed (for example, social media changes so quickly that class/course material may be out of date by end of class).
- **Skype is playing a bigger role in career counseling and coaching,** although our career professionals tended to work mainly on the phone.
- **Career professionals are concerned about establishing credibility.** General population is not that familiar with Career Coaching/Resume Writing profession and how to determine if a practitioner is qualified.

### Current & Emerging Theories: THE NEW

- **There is a shift from education as a “ticket” to evaluating ROI of education.** The value of an MBA has been diluted; even those from top schools are losing the edge if they go 2+ years post-MBA without landing suitable employment.
- **Career coaching is becoming more recognized as an industry** and as a legitimate expense when job searching; laypeople are beginning to understand more about the definition of career coaching. In the past, companies may have provided

career-coaching services for their employees.

- **Coaching and counseling go virtual.** Many coaches and counselors are not meeting their clients in person; rather, they have expanded to include clients all around the world (working virtually). In some instances today, we are missing out on the nonverbal communication that the face-to-face coaching and meetings offered to career professionals.

## Current & Emerging Theories: THE NEXT

- **Future for job seekers:** Every job seeker must be forward thinking; a skills gap is emerging.
- **Life coaching will become part of the Human Resource function.** Employees will need to have an entrepreneurial approach to employment to be successful.
- **Companies are less likely to offer training;** skilled workers are becoming more scarce; employers find alternatives at lower salaries and with less training.
  - There is a move toward education of those who want to change careers; career coaches must balance between being supportive of change initiatives and being realistic.
  - Career professionals should be prepared to offer a balanced approach to career changers, e.g., balance between our role as supportive and our role as deliverers of “reality pills.”



# The Changing Employment Landscape

**Freelance, Portfolio & Post-Retirement Careers | Our Global,  
Multigenerational Workplace | Clients with Barriers |  
Industries & Professions on the Rise & the Decline**

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## Freelance, Portfolio & Post-Retirement Careers: THE NOW

- **There is a large trend with retirement careers,** as the mass of Baby Boomers approaches retirement age. How can they continue being “alive” after their current career?
- **The economy and employment climate are driving a need for multiple jobs to survive.** Portfolio career is a classier way to say you do “odd jobs;” it shows you can tolerate risks and that you can multitask.
- **Job longevity is shrinking:** The average stay for young employees is 5 years (they don’t really care about being vested in the company); of interest are flexible hours, flexible workplace, telecommuting, and daycare.
- **Many older workers can't afford to retire,** others want to continue working while pursuing voluntary work and hobbies.
- **Some are considering a different career path at 55+.** This presents opportunities for career coaches specializing in “third quarter” or post-retirement careers.
- **There is a growing interest in portfolio careers among the postgraduate community in British universities** (e.g., recent projects at Durham and Newcastle) – partly driven by the growth of part-time opportunities and lack of full-time academic posts, but partly also driven by the realization of new opportunities, technological change, and the ability to combine income-generating activities based on typical academic skills (research, teaching, writing, presenting, data and information handling, and analysis, etc.).

- **Other Baby Boomer trends:** People are “un-retiring” after they have retired – either because they are not fulfilled or find they need the money. Boomers are not leaving jobs they’ve held for a long time. Or, those in job search are taking lower-paying jobs, may get stuck (see Barbara Einrich’s *Nickel & Dimed: On Not Getting by in America*). Boomers are also trying their hand at entrepreneurship, similar to some younger workers who have not been able to secure traditional employment. Coaching Boomers and others in starting and building a business and/or portfolio career with multiple streams of income is a good business opportunity for some career professionals.
- **Challenges face displaced higher-level workers.** They have a hard time getting back in. Younger workers are getting hired for less. We see this in IT, often with older white men.
- **Resources for career planning:**
  - Daniel Pink’s books – *A Whole New Mind*, *Drive*, *Freelance Nation*
  - *Knowledge Nomads and the Nervously Employed*, by Feller & Whitchard (new book on *How to be a Knowledge Nomad* due June 2013)
  - Dick Knowdell’s Card Sorts, available as online assessments through CTL-affiliate Career Planner (<http://www.careerthoughtleaders.com/affiliates/careerplanner/>)
  - Wheel of Life assessment ([http://www.mindtools.com/pages/article/newHTE\\_93.htm](http://www.mindtools.com/pages/article/newHTE_93.htm))
  - Skills Scan (<http://www.skillscan.com>)
  - Career Driver (<http://www.careerdriversassessment.com/CtoC/index.aspx>)

## Freelance, Portfolio & Post-Retirement Careers: THE NEW

- **Creative retirements are a new trend.** Following 2008, retirement savings for many were cut in half. Also, people are looking for more balance in their lives, want to spend more time in leisure and personal pursuits. Women are leaving the workplace – not waiting for opportunity or flexibility through an employer but rather starting their own businesses to gain more control. Is retirement even a legitimate term? Career professionals will need to know how to position workers who are 65 and encourage older professionals to follow their passions and set goals for their next chapter.
- **Education today includes** elearning and off-hours classes. Some will choose education by career path and job opportunism. Clients need to accept the need for ongoing training being a personal and not employer responsibility.

## Freelance, Portfolio & Post-Retirement Careers: THE NEXT

- **Post-Baby Boomer trends.** In the next 15–20 years, more physical bodies will be needed to fill jobs and there will continue to be a huge skills gap. Emotional intelligence will be valued more and more in the workplace. Ability to use technology will determine career opportunities and salary potential for older workers.
- **Employment trends that are anticipated:** Employees will spend 70% of work hours on job duties, 20% on self-development, and 10% networking for next job (based on Google model). Work teams will become more virtual and global; employees will build working relationships through social networking (Facebook, Twitter). Advancement/job retention will depend on continuous update of skills. Employers will move to take advantage of economic incentives; employees will need to move or change positions frequently.
- **Non-traditional work** of consulting, part-time, virtual, and franchises is becoming more and more popular and will continue to do so.

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## Our Global, Multigenerational Workplace: THE NOW

- **Current status in the US and UK indicate about 2/3 of all students return home following graduation** ([www.graduate-jobs.com](http://www.graduate-jobs.com)). Students want jobs but are finding it difficult to transition into the workplace. However, little information is provided to them (or they don't take advantage of it) on how to be an employee and the need to be active to "make it happen." Other students seek a dream job and need to be convinced to take an ordinary job. Unpaid internships aren't an option for many who don't have financial/social capital.
- **Millennials are extremely social media savvy.** Boomers and Generation X are learning how to work with Millennials and various generations within the workplace.
- **Millennials want a formal on-boarding process** and want to have almost continuous feedback.
- **Workplace trends among younger employees:** Young people hate talking on the phone; they prefer to text. It's hard to get them to communicate; it's hard for coaches to draw them out. There is also a sense of entitlement among some. New college grads want to know how long until they are managers. They expect promotions early in their career. Young employees will leave if they feel a lack of respect. Young employees need more challenging work to keep them engaged.
- **Career professionals are increasingly working with clients all around the world** and with clients who are seeking jobs outside their home countries/regions.

## Our Global, Multigenerational Workplace: THE NEW

- **Online reputation management** is especially important for Millennials. There is an increasing need for face-to-face networking skills and written communication skills for the millennial generation.
- **Workplaces are becoming increasingly diversified** across all areas – age, gender, race, and nationality as well as diversification of culture and experience, with more international workers present in many companies in all industries.

## Our Global, Multigenerational Workplace: THE NEXT

- **Multigenerational workplaces are the norm**, and career professionals need to be able to work with all generations from Baby Boomer to Millennial and beyond.
- **Different generations have different characteristics, perspectives, and communication styles**, and everyone will need to understand how to work together. Career professionals, as well, may need to adapt style and services to meet the needs of different generations of clients.
- **Globalization will continue to have an impact.** Career professionals need to understand this to effectively work with clients and create documents that work well around the world.

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## Clients with Barriers: THE NOW

- **Career professionals may wish to address the topic of disabilities at the onset.** Because we never meet our clients, or even if we do, we might not know a disability exists. One approach is to ask if the client has any special barriers or challenges. If disabilities are disclosed, our goal is to convince these clients that they can solve an employer's problems.
- **Clients with disabilities may need to retrain to work in a new position or industry.** They may not be able to do what they used to do, but we can capitalize on transferable skills.
- **Understanding ADA and FLSA.** Career professionals in the US (or working with US clients) should know the basics of the Americans with Disabilities Act in the same way we know the major portions of the FLSA.

- **Barriers to employment might include bankruptcy and bad credit** – both are big problems these days. It’s important that our clients understand that credential checking is commonplace and it is very difficult to hide background information. If we ask questions around these issues, we create opportunities for forthright conversations.
- **Other client barriers: Personal habits and appearance.** How do we, as career professionals, talk to clients about personal appearance or habits that may be offensive to prospective employers? While issues such as personal hygiene, clothing style or cleanliness, general appearance, odors, and smoking might be difficult to address, clients need to know that these factors can stand in the way of job offers.
- **Setting expectations.** Many candidates, especially those who aren’t overqualified or underemployed, can have very unrealistic expectations about how easy it should be to find their next job. Some of our clients want to get a promotion, move to another city, and work in a different industry. When they add multiple variables to their search, the task is much more difficult, and it is up to us as career advisors to help our clients understand the reality of job search.
- **Character as a selling point.** As we work to optimize our clients’ chances of landing a good position, it helps if we can focus on character as well as the client’s skills and abilities. The federal government uses a series of executive leadership qualities that are an excellent way to transmit a client’s character traits.
- **Interview strategies.** It’s important for job candidates to tell stories that show how they deliver the qualities that make up their character as well as those that demonstrate their professional skills. We need to educate clients on the importance of promoting their character as well as their skills and of being honest and authentic in the interview process.
- **Truths:** We can’t guarantee a job or career happiness, and we need to get people to take responsibility for their career development and own the question, “what next?”
- **Career professionals can feel the strain of working with many clients under great stress** (akin to trauma); it is important to keep a positive attitude while dealing with “traumatized” clientele. Recommendations include committing to exercise and other healthy habits, getting training, getting support, and having a counselor/therapist with whom to talk. Other suggestions include talking with other practitioners, having a monthly lunch date with an encouraging colleague, and attending events like CTL’s Global Brainstorming Day.
- **Resources for clients with barriers include** *No One Is Unemployable* and *The 6 Reasons You’ll Get the Job*, both by Elisabeth Sanders-Park; plus WorkNet curriculum to help people with barriers succeed ([www.worknetsolutions.com](http://www.worknetsolutions.com)).

## Clients with Barriers: THE NEW

- **Clients need to update skills to ensure they are competitive** and may need to consider changing careers to get back into the work market. Some long-term unemployed are starting their own businesses – driving a growth in entrepreneurship.
- **Stress quality over quantity.** For long-term unemployed, often there is too much emphasis on the quantity of jobs applied for, not the suitability or quality of contacts/applications.
- **Volunteer work enhances background and can disguise current unemployment**, both on the LinkedIn profile (to increase completeness to 100%) and on the resume.
- **Job-search coaching is essential for those who have been out of the workplace.** They also frequently need networking assistance to overcome their fear or lack of understanding of today’s type of networking strategies. Career professionals should share statistics with job seekers so they know the importance of networking and today’s job-search strategies.
- **Career professionals should consider establishing or getting involved with job clubs** that charge a fee, like the Five O’clock Club (significantly cheaper than 1-1 coaching); they can then provide group coaching to clients at a reduced fee. Also recommended are affiliate relationships with online offerings, such as Careerealism, with low fee point and high ROI.
- **Career professionals need to educate clients on how we work:** We don’t tell them what to do, we give them tasks, hold them accountable, help them understand their decisions and get clarity on career direction and action plan.

## Clients with Barriers: THE NEXT

- **Perpetual unemployment funding will end**, prompting the need to rewire and enliven the long-term unemployed.
- **Future government investments may include** community college funding to bridge skills gaps; joint ventures between government and local businesses, and One-Stop centers and businesses. A challenge to this vision is breaking the cycle of existing coalitions and territorial attitudes.
- **Career coaches and resume writers will need to be career advocates** to help clients plan their futures. They will be partners throughout the client's career – not just a one-time transaction. Career coaches and resume writers need to change mindsets and focus on relationship building rather than a one-time client experience.

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## Industries & Professions On the Rise & the Decline: THE NOW

- **Trends:** More jobs are part time, and an increasing number of people are underemployed and in low-paid work. Most want security from a more stable job. Other people seek high-quality, part-time work. A lot of companies offer short-term contracts, and this is likely to continue. Some people have part-time, high-paid work, and combine it with charity board membership or other high-level community engagement.
- **Positive industry and career trends include** technology, healthcare, science, engineering, and mathematics as well as entrepreneurial opportunities.
- **Relocation may open opportunities** for clients who are willing to relocate to areas of the country that need workers, or companies hiring in these locations.

## Industries & Professions On the Rise & the Decline: THE NEW

- **Small business will continue to grow.**
- **Part-time work can open doors to opportunities.** Working part time does not necessarily mean lack of promotion opportunities anymore, as this link shows <http://www.timewisejobs.co.uk/staticpages/11000/revealed-the-uk-s-power-part-time-top-50/>. This shift was also discussed on BBC Radio 4 – Woman's Hour, 4 December 2012: "Do you have to go full-time to get promoted?" Emma Stewart from Women Like Us and Ksenia Zheltoukhova from The Work Foundation discuss at <http://www.bbc.co.uk/programmes/b01p3k5v>.
- **There is greater demand for technical skills at all levels**, less emphasis on soft skills.
- **Other industry indicators:** Healthcare is typically a big industry, but some healthcare organizations are laying off employees in anticipation of various parts of Obamacare. The traveling nurse industry is rising.
- **The modernization of all industries (technology) is having a drastic impact;** IT jobs are moving offshore while technology itself continues to grow.

## Industries & Professions On the Rise & the Decline: THE NEXT

- **Entrepreneurship in technologies will continue to grow.**
- **Technology will continue to have a huge impact.** Increase in green technology will lead to high-paying jobs. Service sector jobs will continue to be low paid. Employees and/or job seekers will need re-training or learning opportunities to adapt.



# Challenges for Career Professionals

## Business-Building & Social Media Strategies | Building Our Professional Knowledge & Skills | Keeping Up with It All

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### Business-Building & Social Media Strategies: THE NOW

- **Self-promotion is essential** and career professionals need to ensure they have their own social media presence.
- **Not everything is online.** Though social media will continue to grow, nothing replaces a face-to-face meeting even if it is through Skype or Face Time.
- **It is a challenge to get our message out.** People understand what an accountant does, how to explain what we can do? Do people know what the career industry is? It is under the radar, especially because most of us are small practitioners.
- **A business-building strategy is to present programs at the public library, churches, and synagogues** (most of which will pay an honorarium). Approaching organizations that have grants or other funding in place to pay for programs can be a good strategy (think non-profits, government programs, workforce centers, prisons, colleges, universities, etc.).
- **Strategies for building a coaching practice:** One career professional holds wine and cheese gatherings for his alumni clients. It's a great way to stay in touch with your client base, and they get to network with one another. Some of us say we're available to clients 24/7, and few of them call outside normal business hours – that availability makes a very positive impression and helps in generating additional revenue.

### Business-Building & Social Media Strategies: THE NEW

- **Pinterest can serve as a business-building tool by appealing to shared interests.**
- **Facebook shows no signs of diminishing interest,** although most career professionals use it primarily for personal networking and only peripherally for business-building.
- **Video channels** (YouTube, Twitter Vines) are emerging as viable places for career professionals to establish their professional presence and share their expertise.
- **Technology challenges include** dealing with privacy issues; staying on top of emerging technologies; keeping up to date on continuous changes and developing appropriate profiles for both our clients and ourselves.

### Business-Building & Social Media Strategies: THE NEXT

- **Career professionals should join career groups** to promote their own skills and presence.
- **Career professionals can partner with other industries, organizations, and professionals** to provide a wide range of services to our clients and increase our referral base. For example, we can create an alliance with small employers in our area; join SHRM and other employer organizations; or team with a legal firm to help people get back to work after an industrial accident claim.
- **We don't know what's coming,** we can only stay alert to position ourselves to capture the opportunities that arise with new technologies.
- **Are we destined to niche more deeply, given the abundance of information available and our time limitation?** One response: When friends started an IT support business in garage, they began as generalists; after revenues reached \$1M,



they began to niche; after \$10M, they niched more ... the tighter the niche, the higher the \$\$\$. Question for career professionals: Can we deepen both our niches and our referral bases? Can we build organizations to do this within our own businesses?

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## Building Our Professional Knowledge & Skills: THE NOW

- **Virtual training opportunities abound:** E-Summits, CTL and other conferences (virtual and physical), training in all aspects of our professional practice.
- **One of the best books on negotiation** is Jack Chapman's *Negotiating Your Salary: How to Make \$1,000 a Minute*. Clients love this book, and it's germane for us as well as we determine our own fee structure.
- **Interesting discussions for career professionals:** Is it possible to be an extraordinary resume writer and have no coaching skills? It depends. Some resume writers never talk to clients so the writer doesn't need to coach. Some writers choose not to coach – but need to be able to gather information, and that means having good people skills. Conversely, some of us believe that two heads are always better than one and promote the “power of pairs,” teaming a resume writer with a career coach.
- **Recommended resources include** *Why Good People Can't Get Jobs*, by Peter Cappelli. He debunks the oft-repeated employer argument that applicants don't have the skills needed for today's jobs. Instead, he puts much of the blame on companies themselves, including their lack of information about hiring and training costs and on computerized applicant tracking systems that can make it harder, not easier, to find qualified job candidates.
- **How do you become a better coach/resume writer?** Anybody can put up a shingle, but our industry organizations (Career Thought Leaders and many others) add to our credibility and skills. We need to continue learning as much as possible.
- **The national perspective on career management firms** is that they've ruined our industry's reputation over the years. This is impacting more and more of our senior-level clients and they're wary about working with us. We need to show our best stuff!
- **Approaches with clients.** In our industry we tell people we have to “sell themselves” and we offer them a resume “critique.” Are we adding stress to the clients by using this kind of language? We can communicate the same information in a less stress-inducing manner. For example, we might say we're going to “review” and “analyze” their resume and provide feedback from the POV of their ideal employer.

## Building Our Professional Knowledge & Skills: THE NEW

- **it's important to know and share the latest trends in resume writing, cover letter writing, and other media to assist clients.** We need to adjust our service offerings to the changes in technology, social networking, and other factors that affect the employment landscape.
- **Career professionals are concerned about establishing credibility.** The general population is not that familiar with the career coaching/resume writing profession and how to determine if a practitioner is qualified. Career professionals can use information from events (such as this one) to develop training programs for clients or other career professionals.
- **Automated tracking and scanning systems are still in their infancy** but we're seeing a trend to putting phrases, terms, and conclusions into databases. Some of us don't know enough about these systems and are committed to learning more.

## Building Our Professional Knowledge & Skills: THE NEXT

- **Certifications will continue to be valued in the marketplace.**
- **Life coaching will become part of the human resource function** (“life midwife”). Employees will need to have an entrepreneurial approach to employment to be successful.
- **ATS will move to the next generation.** In the next few years we may see a uniform system that will allow employers to program in such a way that they’ll have an even stronger understanding of relationships between a potential employee and organizations. If the system evolves this way, ATS may even function as an initial interview.

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## Keeping Up with It All: THE NOW

- **Career professionals need to network more and more with each other** to stay on top of it all. Try setting aside an hour to search on a particular topic; one could then set up closed online small groups or Google+ hangouts to share knowledge.
- **Most professionals try to keep current** with all aspects of job-search skills: social media, changing resume formats, and applicant tracking systems. Continuous learning is essential for all career professionals.
- **Strategies for dealing with “information overload”:**
  - For information from LinkedIn groups, some of us file interesting articles, sorted into folders by topic.
  - A good day is spending only an hour on email. Several said that their smartphones allow them to check email at odd moments, helping them to keep up with it.
  - Google Reader helps to prioritize the abundance of reading materials.
  - Key question to ask ourselves: What do we NEED to know and do? Do we try to learn/retain too much info?
- **Systems help us manage it all.** We must find good platforms to limit time and maximize results of social media. A CRM like salesforce.com or JibberJobber.com can help organize the details of relationships, opportunities, tasks, and clients.
  - Resource: *Getting Things Done*, by David Allen. Mantra for prioritizing: “Is this going to impact my bottom line?”

## Keeping Up with It All: THE NEW

- **In-person training opportunities may decline** as the money- and time-saving advantages of online training and virtual conferences become ever more apparent.
- **Specialization and the use of referrals to meet client needs is likely to increase.** We can “stage-manage” our clients through the process of working with several different professionals. Communication is key to a smooth process and positive client results.
- **Career professionals are encouraged to take advantage of all learning opportunities** – making the adjustment to a continuous learning model.

## Keeping Up with It All: THE NEXT

- **Consortiums of career professionals allow clients access to experts.** Primary career professionals would manage client job search with specialists handling areas such as social media, online reputation, branding, and video presentation.
- **Virtual training** becomes a primary method for learning new skills and staying up to date on industry changes. Case in point: CTL’s first “Virtual Video” Conference in 2013.

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