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CAREER THOUGHT LEADERS

Presents

***Findings of 2010 Global Career Brainstorming Day:
Trends for the Now, the New & the Next in Careers***

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**Career Thought Leaders Consortium
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SUMMARY

On Friday, December 3, 2010, 156 career professionals from the US, Canada, and the UK met in 12 live and five virtual events. Their objective was to brainstorm best practices, new programs, new processes, trends and more that are currently impacting, and projected to impact, global employment, job search, and career management.

Each event was hosted by a facilitator and recorded by a scribe. Post-event data was aggregated, evaluated, and now presented in this document of critical findings and forecasts.

THE NOW

QUESTION: What does the current job-search and employment landscape look like and what are the trends and best practices that we currently experience?

Resumes, Cover Letters, LinkedIn Profiles & Other Career Marketing Communications

- **Google has replaced the resume as the preferred introduction to job seekers.** Dick Bolles, author of *What Color is Your Parachute?* and a true pioneer in the employment industry, was recently quoted as saying, “Your Google results are the new resume.” Today’s recruiters are using Google searches and LinkedIn to source candidates instead of trolling job-board databases.
- **It’s essential to keep it short.** Forty years ago, resumes were one-page listings of an individual’s work history typed, of course, on onionskin paper. Ten years ago, resumes were two, three, or four pages long, extolling a candidate’s qualifications, successes, deliverables, value, highlights, traits, and more. Today’s resume replicates the earlier trend as we work to keep it short (one to two pages; rarely any longer). However, today’s resume also incorporates all of same elements as the longer resumes – qualifications, successes, value, and accomplishments; it’s simply written tighter, cleaner, and leaner. Shorten two sentences to one. Eliminate an extra bullet point. Summarize all of the tech skills into one line. You can do it!
- **Culture fit more important than ever.** As recruiters and hiring managers work tirelessly to identify the right candidates for their organizations, one of the most important criterion they use today is culture fit. They want to know if a job seeker will perform well within their company, within their management structure, within their communications infrastructure, and so on. Resume writers, career coaches, and others are working harder than ever today to communicate a strong message of culture fit when writing resumes, letters, and other job-search communications.
- **Resume “extras” require extra thought.** With all of the focus on writing short and to the point, what do you do when you’re working with a client who has lots of great information – important information – but it’s never going to fit onto one or two pages? This might include publications, public speaking engagements, media appearances, technology qualifications, projects, consulting engagements, international experience, or more. Today’s savvy resume writer knows to briefly mention these items, include enough substance to make them valuable additions to the resume, and then include the rest of the information in an addendum.
- **Web portfolios are here to stay, but are they?** If web portfolios had ever really caught on, they’d be the answer to what to do with all of the extras. With just a click or a tap, a hiring manager would be able to move seamlessly from educational qualifications to professional experience to honors and

awards to executive consulting engagements, and down the list through each component of a candidate's experience. However, as career professionals, we're well aware that web portfolios have not caught on as so many of us had anticipated. By now, many of us thought they would be mainstream. Today's reality is that only a small percentage of job seekers use them, either because they're too much trouble to create and maintain, but more likely because recruiters and hiring managers simply don't spend the time to review them. They would rather glance at a resume, skim a LinkedIn profile, or do a keyword search through their applicant database. That's today's market and the one in which we need to work right now.

- **Resume branding is a must, particularly for professionals, managers, and executives.** A personal brand is an authentic differentiator that identifies and communicates the unique value of an individual clearly and concisely and with 100% accuracy. Once someone's brand has been uncovered – through a coaching, counseling, or resume-writing process – it should then be clearly conveyed in every communication of that professional's career portfolio – resume, career bio, cover letters, thank-you letters, LinkedIn profile, and everything else. One consistent brand equals one consistent message of value and a resume that gets noticed, an interview that gets scheduled, and a job offer that's made.
- **Brands extend beyond resumes and job search.** Today's professionals, whether in active job-search mode or happily employed, know they need to continually work on building their brands, expanding their brand messages, and building stronger networks, online and off. They know that it's best to have all of the pieces in place (i.e., contacts who understand them and their value) before they ever need them because our employment landscape continues to remain challenging, to say the least.
- **Core Competencies section returns to the resume forefront.** Using a Core Competencies section near the top of a resume is something that many resume writers have done for years and years. However, for others, it had fallen out of vogue. Today, it's making a resurgence because it coincides with the 140-character mentality of keeping everything as succinct as possible. Plus, it's quick and easy for a visual review and works great for automated keyword searches.
- **Resumes rich with STARs, CARs, OARs, and SOARs get the most attention and drive the most action.** If you're not familiar with these acronyms, STAR means situation, tactic, action, results; CAR means challenge, action, results; OAR means opportunity, action, results; SOAR means situation or opportunity, action, and results. This type of information adds remarkable value to today's resumes by instantly communicating proof of what a candidate has learned and can immediately apply to the hiring company.
- **Testimonials add power.** One of the strongest elements you can add to a resume today is a testimonial in which someone else extols a job seeker's skills, talents, achievements, and value. Professional resume writers use testimonials quite often – in resume headers and footers, in shaded boxes, in summary sections, under job descriptions, and in other places where most appropriate. Many of us believe that these give job seekers a truly competitive edge and a lot of credibility to substantiate their value.

- **Visuals and graphics add power to a resume.** Today's resumes often incorporate visual images, graphics, tables, charts, icons, logos, text boxes, borders, and shading (although generally not all of this in one resume). These enhancements are practically a *must* for people in visually creative professions for their resumes to demonstrate their design talents. For just about all job seekers, these visuals provide an instantly competitive edge because they're distinct and get noticed and, bottom line, that's what resume writing is all about ... getting noticed from the crowd. Be appropriate and judicious in your use of these enhancements and be consistent from document to document, website to online resume, business card to stationery.
- **Objectives are beginning to re-emerge ... or not.** As always, the subject of putting an objective on a resume was the subject of fierce debate. Resume writers focus their words on communicating a candidate's value and not on stating what the candidate wants from a company. However, resume reviewers (hiring managers and recruiters) want to know – in an instant – what position(s) the candidate is qualified for. That leaves a wide chasm between the two and is much of the reason for the perpetual discussions about objectives. A huge percentage of today's resumes solve that problem by beginning with a headline that clearly communicates “who” the candidate is and “what” they want. An example headline for a sales professional is “Multilingual Sales Executive & Key Account Manager.” Resume writers are happy with the wording and presentation of headlines, and hiring professionals can instantly find the information they want.
- **Paper resumes can still be your clients' best bet.** Hand-in-hand with the use of visual enhancements such as borders, tables, and logos is the concept of paper versus electronic resumes. Today's answer is simple ... there is a place for both. Although we may not use the paper resume as often as in years past, in some circumstances it is the very best option and that's not expected to change any time soon.
- **Resumes must answer the “right” question.** In years past, resumes were focused on what job seekers wanted. Not anymore! The focus of every resume must be on what's in it for the hiring company. What value will they get by hiring this applicant, and how quickly?
- **Cover letters cannot overcome incomplete or weak resumes.** For decades, studies have shown the same results ... one-third to one-half of the time, recruiters and hiring authorities don't read cover letters. As such, resumes *must* stand on their own and include critical information that, if left out, would exclude them from consideration for a particular opportunity.
- **E-letters have different rules.** E-letters are continuing to replace traditional cover letters as electronic messages have become the dominant method of business and job-search communications. Although designed with the same objective as a traditional cover letter – to introduce the job seeker and incite interest in the resume (and the candidate), e-letters have a few important distinctions. First, the e-letter is contained in the email message and not sent as an attachment. Of even greater importance is the physical layout of the e-letter; namely, the critical content of an e-letter must be above the scroll line (just like in a newspaper when journalists want their stories above the fold line). Understanding that, you can now appreciate another big difference between the two. E-letters are very short and direct, becoming more so with each passing day. Traditional cover letters remain one-third to one-half to one full page.

- **Resumes are no longer the introductory tool they used to be.** There is no doubt that the resume remains a vital component for most job seekers and, in fact, still is the primary tool job seekers use to generate interviews. However, in today's more complex, more sophisticated, and multi-channel job-search market, at times the resume is presented after the initial introduction or network contact, rather than as the first point of contact – and that's okay. Career professionals must teach clients to use their resumes and other career marketing communications wisely and appropriately.
- **Career bios can often be an appropriate introduction tool.** This is particularly true for managers and executives in transition or considering transition. Giving someone a resume communicates the message of "I'm looking for a job," whereas a bio is more low-key, great for sharing at informational interviews and making new contacts. Today's bios are written in a diversity of styles and structures, with the single goal being to position an individual for their next opportunity. Bios can be written in first or third person and can be structured in sentences or phrases. They can focus on skills or achievements or both; showcase technological or artistic expertise; have bulleted highlights or not; include some personal information or not; include educational credentials or not; feature a photograph or not (it's a nice touch and definitely personalizes each interaction). Just as with resume writing, there are no steadfast rules.
- **Microsoft Word is the "right" resume software and format for today.** Word is the dominant global word processing software and is the standard upon which almost every Applicant Tracking System (ATS) is built. As such, job seekers today must create a resume in Word (.doc) format. The newer .docx format is not yet widely accepted, so rather than risk the chance that their file can't be viewed or opened, job seekers should always opt for the lower-level .doc format. Plain text versions (saved as .txt files) are also important because they are the best format to paste into online job applications. Today's technology has not yet reached the point where, universally, online applications can read Word files accurately and interpret them correctly, so everyone must also have the .txt version. Similarly, ATS and scanning systems are not all capable of reading pdf files, so unless specifically requested, a pdf file should not be used for online applications nor with resume scanning and applicant tracking systems. Word is the single solution today.
- **Twitres is an interesting and advantageous technology innovation.** Job seekers who are active on Twitter can use Twitres (www.twitres.com) to display their resume. All they need to do is upload a copy of their print resume and it will appear as the background on their Twitter page. This is a great tool especially for younger job seekers.

Job-Search & Career-Management Trends & Forecasts

- **CareerXRoads 2010 survey pinpoints sources of hire.** Gerry Crispin and Mark Mehler from CareerXRoads publish an annual Sources of Hire survey of Fortune 500 companies. Their 2010 study showed that, of all external hires, 26.7% came from referrals, 22.3% from employer career sites, 13.2% from job boards, and the remainder from other sources. As in years past, the largest number of new hires came from referrals. These are today's results and what we anticipate for tomorrow.
- **Other statistics reveal interesting hiring trends.** Following are statistics that were shared during various Brainstorming Day sessions in both the US and Canada. Not all of these stats are verifiable nor attributed to a particular individual or organization, so read them with that in mind.
 - At least **65%** of all new hires come as a result of networking.
 - Up to **80%** of all new hires come as a result of networking.
 - Recent *Wall Street Journal* survey showed **95%** of positions were found through networking and leads through people the job seekers knew.
 - **90%** of all corporations upload resumes and do keyword searches to identify qualified candidates.
 - **80%** of recruiters are using social media to recruit candidates.
- **Contract, temporary, and interim opportunities are soaring.** Never before in the history of our industrialized world has there been such a demand for 1099 workers (so-called because corporations report payments to these workers via IRS Form 1099). Quite often, these workers are individuals with a unique expertise (e.g., telecommunications product design and commercialization, Asian market development, biomedical instrumentation). In years past, contract and interim opportunities were almost looked down on as though someone couldn't get a "real job." Today, these positions are the future where individuals control their own careers and are directly responsible for generating their own paychecks. Companies are just as eager to jump on the bandwagon because it reduces their corporate benefit and tax expenses while creating long-term flexibility because permanent employees are not added to the payroll.
- **Vocational and skilled trades jobs are in demand.** There is a huge market today for plumbers, electricians, welders, and other skilled trades people yet, unfortunately, there still exists a stigma that those types of careers are not "enough." As we continue to move through this economic recession, we hope that the perception of these careers will change to more accurately reflect the high pay scales, great benefits, and other perks of these professions. College isn't for everyone, and that's okay.
- **LinkedIn is THE online place to be seen.** The consensus of career coaches, career counselors, resume writers, recruiters, outplacement consultants, and others who participated in Global Brainstorming Day is that LinkedIn is now the #1 online networking platform for job seekers, both active and passive. Some concern was expressed that job seekers are not currently devoting the amount of time necessary to write the well-branded and comprehensive LinkedIn profiles that are essential because LinkedIn is used daily by recruiters and hiring managers to find quality candidates. The only group of career professionals not quite as focused on LinkedIn were college and university career center directors,

who see a great deal of online employment action on Facebook and Twitter for their traditional young graduating students.

- **A minimum number of LinkedIn recommendations is important.** One participant recommended that everyone on LinkedIn should strive to have a minimum number of recommendations equal to 10% of the number of their contacts. That indicates that many of us need to get to work asking for our own recommendations!
- **Online identities are more important than ever before.** Your online identity used to be something that you could worry about later. Not now. The time to be concerned about your online identity is today as the vast majority of recruiters and companies will Google potential candidates or look them up on LinkedIn before initiating contact. Every single person – job seeker, happily employed worker, entrepreneur, CEO, consultant – must be dedicated to building a strong online presence that ties directly with their brand and/or their business.
- **It's important to monitor online identity.** If you want to know what others are finding out about you, Google yourself routinely – for job seekers, at least once a week. An easy and efficient way to keep an eye on this all-important online identity is to set up a Google alert to be notified whenever their name appears online. If they find digital dirt (negative things) about themselves, they should work very hard to move those Google results to page 3, at least. People can write blog posts, participate on LinkedIn and other social media sites, join online groups, and otherwise increase their digital footprint to populate their Google searches with favorable information.
- **Jim Johnson meet Jim Johnson meet Jim Johnson.** How many Jim Johnsons do you think there are in the US? In the world? This fact complicates the entire online identity management process. Fortunately, today offers a solution with Search-Me Google technology developed by Vizibility.com. This new tool allows a person to pre-set the top five results that appear on Google when someone clicks on the Search-Me button that they can add to an email signature line, online resume, LinkedIn profile, and other career communications. This technology is great for everyone, not just people with common names. Think of the power you have to control what people see first about you, your business, your college or university, your transition program, your workforce development center, or your outplacement company, not to mention all of your clients.
- **Participating in social media is a must.** Having an account with LinkedIn, Facebook, Twitter, and other social media platforms is not enough today. To “be,” you must be seen, and that means posting frequently, commenting on others’ posts, joining groups, and otherwise actively engaging in online communities. If you think you don’t have time to do this – or if your clients think they don’t – consider some of the shortcuts. For example, update your LinkedIn status and you can set it to also appear on Facebook and Twitter. Use Tweetdeck to schedule tweets ahead of time.
- **Twitter is here to stay.** Twitter communities are growing and more and more jobs are appearing there. If you work with young to mid-career adults, Twitter must be a part of their job-search and career-management plans today and for years to come. To demonstrate how Twitter is building out its networking capabilities, consider Tweetchat.com, a forum to share best practices in real time. Read

about best interview questions (from a company's perspective, job seeker's perspective, and recruiter's perspective). This is valuable information for job seekers and career professionals alike.

- **Multicultural identities are more important than ever.** As the world of work becomes more global with each passing day, employers are looking for candidates with diverse backgrounds, bilingual skills, and multicultural experiences. Be sure to include any information that is the least bit relevant to communicate a message of cross-cultural qualifications in resumes, cover letters, LinkedIn profiles, career bios, and all other career marketing communications.
- **Master job applications are a valuable tool in today's job search market.** A "master job application" includes all of the data that job applications require: job titles, employers, dates of employment (months and years), locations, phone numbers, contact names, salary, reasons for leaving, and more. This comprehensive document will be each job seeker's single source for all online job applications. As career professionals, we provide a valuable service when we help our clients create the master application. Do it once, do it right, and they're all set.
- **In discussing salary, timing is everything.** Most career professionals around the world still concur that it's best, whenever possible, to move the salary discussion further back in the interview process so it's not used as a way to eliminate candidates. We want the companies to know the real value of our clients before they have the money discussion. With that said, a great suggestion for getting around salary requirements in an online application is simply to fill in "1," with the expectation that a hiring decision maker will still be interested in that particular candidate based on experience, credentials, achievements, and other qualifications.
- **Candidates face scrutiny like never before.** With so many qualified candidates in the market, companies and recruiters today are doing background checks that are the most thorough ever. Hand-in-hand with this reality is the fact that job seekers must be able to discuss their entire career histories and not just the past 10–15 years. Hiring authorities want to know *now* if there are any skeletons in the closet, even if they go back as far as 20 or 30 years.
- **Snail mail makes a comeback.** A few years ago, sending resumes by traditional postal mail was considered passé. Today, however, many think it can be a great differentiator, depending on the specific hiring audience. Think strategically about "who" the job seeker is and "what" types of organizations he's applying to. Then, make the determination if snail mail might be the answer. Consider a corporate management trainee position with 400+ resumes uploaded in response to the job posting. If your client's resume arrives on the hiring manager's desk, he has made it easy for that manager to invite him for an interview (assuming he has the qualifications). Likewise, a CEO applying for select opportunities might also find that she gets better leverage with a snail-mail resume that is sharp, conservative, and distinctive.
- **Career coaching has expanded to all categories of worker and evolved from generalist to specialist.** Today's coach is a valuable asset to every job seeker and every worker worldwide, no matter the level – from a skilled tradesperson to a CEO and everyone in between. Several common denominators transcend just about every population of job seeker and, as such, coaches are focusing on these

common critical issues – confidence building, stress relief, career development, and career/industry transition. Several coaching specializations that are really taking off at this point in time are:

- **Baby Boomer Coaches** (coaching for meaningful retirement, protirement, and third quarter of life)
 - **Generational Coaches** (coaching the three or four generations of workers in today's employment market)
 - **Recession Coaches** (coaching through long-term unemployment in today's continuing recession)
 - **Millennial Coaches** (coaching around adapting to the workplace and finding meaning in work)
 - **Faith-based Coaches** (bringing a faith-based orientation for all career and employment issues)
-
- **Career coaches emerging at leading business schools.** Yale and Harvard are already bringing in career coaches for their MBA students to help them transition successfully from university to employed professional or executive. As leading schools offer these services today, they're starting a trend that other business schools will shortly start to follow.

 - **The UK employment market is on the move.** Although only one career professional from the UK (Ruth Winden) participated in Global Career Brainstorming Day, her insights are valuable. She commented that in Britain there has been exponential growth in the number of part-time positions so, in turn, people are combining two or three different part-time jobs to generate a full-time income. Ruth also shared that people in the UK are very concerned about having to work longer since the 65-years-of-age cap for working has just been removed.

 - **The UK coaching market is not as active.** Career coaching is an immature market in the UK compared to the US and people are not as likely to invest in career development. The reason for this seems to be that they do not yet have a clear understanding of the value of professional career services. However, executive outplacement firms offer some opportunities today, particularly for good resume writers familiar with UK resumes and the UK employment market.

THE NEW

QUESTION: What do we see right around the corner that will begin to impact careers, employment, job search, and how we work within the next one to two years?

Resumes, Cover Letters, LinkedIn Profiles & Other Career Marketing Communications

- **New resumes look different, read different, and are different.** Most, although certainly not all, career professionals believe there will always be a role for the “traditional” resume. However, most also believe that we need to keep moving forward with new ways to communicate our clients’ qualifications. Some of the newest documents already hitting the market are white papers and press release resumes. White papers establish a job seeker’s expertise and credibility around a specific topic, product, technology, or the like. Press release resumes are just that ... resumes written in a press release format. Resume writers are already using these documents, so we anticipate they will increase in greater popularity over the next year.
- **Headlines continue to lead the way.** As with resumes in 2011, headlines are expected to be a critical resume element for the foreseeable future. Headlines communicate – in an instant – “who” the job seeker is. They provide instant clarity, and that’s a huge value-add.
- **Resumes are written and designed to read on a smart phone.** With each passing day, more and more people are reading resumes, cover letters, and other career communications on their smart phones. Within a year or two, it will be commonplace. As such, career documents must be written and formatted in small digestible chunks that can be quickly perused and absorbed. Lengthy paragraphs, long lists of bullets, and other text-heavy formats are becoming a thing of the past as we continue to move quickly to new technology platforms.
- **Resume branding transitions from reputation to value as key differentiator.** Reputation will always be important. However, value is shifting to the forefront of personal branding as a more effective strategy to differentiate one qualified candidate from another. By integrating the “who, how, what, and why” into the resume, job seekers communicate the “who” they are, the “how” they do it, the “what” they do, and, most importantly, the “why” an employer should care.
- **Resumes move to #2 position.** We see it happening already and anticipate it will be relatively common within two years. Connections are now being made online through all of the various social media channels, in tandem with traditional face-to-face and phone networking. The result is that relationships are built first and resumes move from the lead to a supporting role.

- **Street addresses become passé on resumes.** Snail mail is becoming a thing of the past and, within the next two years, it will be atypical to see an address on a resume. Stick with your email address and one phone number and that's all the contact information you need to include on any of your career marketing communications.
- **T-letters are coming back into vogue.** Everyone has seen T-letters – Company's Hiring Requirements on the left and Your Qualifications on the right. They used to be a staple in job search. They're now experiencing a resurgence because they're "simple" and communicate a candidate's qualifications succinctly ... just like we're communicating with many of our social media tools.
- **Job proposals are on the rise.** An increasing number of executives are already using "job proposals" as part of the interviewing process – during the interview or as a leave-behind or a follow-up. Focused on that company's challenges and how the executive would define the milestones, solve the problems, and deliver the desired results, these presentations communicate an instant message that the job seeker is *already* engaged with the company, the people, the products, and – most importantly – the solutions and strategies to take the company into the future.
- **New entry points are created to make new connections.** Each job seeker's portfolio of career marketing communications is expanding and will continue to do so over the upcoming years. Because of the new ways in which we virtually communicate, there is a growing need for bold and brief entry-point messages as part of each job seeker's larger messaging suite that will include print, audio, video, online, slideshares, and more. This need opens a wealth of opportunity for career professionals to lead the way in creating and advancing these new communication tools.

Job-Search & Career-Management Trends & Forecasts

- **The order of resumes and interviews is reversed.** An interesting suggestion was offered that resumes be created *after* interview coaching. Job seekers must be able to speak on the content of the resume, so it's best to work with clients to help them communicate their interview message and then use those key achievements as the foundation for their resume.
- **Storytelling emerges as a critical resume-writing and interviewing tool.** In a world as chaotic as we live in, where people are becoming increasingly accustomed to sound bytes of information, they still do need context. Storytelling provides a framework, context, and pathway to understanding. It's compelling; it creates connection; it personalizes; it captivates. It holds attention in a multi-tasking world. In job search, those stories must be tied to value to prove that the job seeker can meet the need and exceed the expectations.
- **Green industry jobs move out.** It was anticipated that there would be remarkable growth in green industry jobs in the first decade of the 21st century, but that didn't happen. Some moderate growth did occur, but certainly not what had been projected. We are just now beginning to see increasing opportunity for green jobs in adjacent industries and with existing companies that are "cleaning and greening" their products, procedures, technologies, and more. Continue to counsel your clients to explore green career opportunities as we move forward over the next two years, but be smart about

what specific recommendations you make so that your clients are focusing on where the real hiring action is happening.

- **Federal government workforce and demographics change.** The US Bureau of Labor Statistics forecasts that the federal government will shrink 10% by 2012. We anticipate that this will present an expanded opportunity for government contractors, in particular baby boomers who have worked in either the public or private sectors. Other statistics indicate that although remaining perhaps two to three years longer than originally anticipated, boomers will be leaving the federal government, thereby opening new opportunities for younger workers.
- **New opportunities emerge for the unemployed to remain engaged.** Many job seekers feel the need to remain active despite the fact that they're not currently employed. In fact, many very talented individuals have been out of work for extended periods of time as we continue to recover from the economic recession. In response to market demand, new companies are emerging that allow these individuals to remain active and current while learning new skills, helping others, contributing to issues close to their hearts, expanding their networks, and filling in the "hole" that may exist on their resumes. Some of the newest companies moving onto the scene are CreateTheGood.com, UpwardlyGlobal.com, and voluntourism organizations. Keep a keen eye out for new ones on the immediate horizon.
- **Resume screening software makes large technological advances.** Resume screening technology will make a huge move forward in the next year or two. The most significant gains will be (1) increased flexibility in keyword searches, (2) technological capability to identify strings of keywords in sentences, and (3) the ability to keep original resume formatting intact.
- **LinkedIn connects with younger populations.** LinkedIn will further its reach by adding younger professionals. We already see the changes happening in 2011, so by as early as 2012, we anticipate a measurable increase in participation by millennials and other younger-generation workers. That change will be well-embedded by 2013.
- **LinkedIn's "Referral Engine" makes it the breakthrough leader in online networking.** LinkedIn's new application helps companies find high-quality applicants by tapping the professionals in their employees' LinkedIn networks. Email and LinkedIn homepage reminders identify the best candidates and then notify the employees so that they can make the referral with just a few clicks.
- **LinkedIn's "Follow Company" feature becomes a well-used tool for job seekers.** As the name of this feature implies, job seekers can follow a company on LinkedIn and get updates about new hires, recent departures, and new products, and then use that information to reach out and network. Although just now starting to become known, "Follow Company" is a powerful and focused feature for research on LinkedIn and is valuable to both career professionals and the clients we serve.
- **Wordle becomes part of every writer's routine.** If you're not yet familiar with Wordle (www.wordle.net), you will be soon. It's an innovative and remarkably useful tool for everyone. Wordle is easy to use. Just paste any text into it and it creates a "word cloud" based on which words

occur the most. More and more resume writers are starting to use Wordle when writing resumes and LinkedIn profiles, to be certain that the right keywords rise to the top for their clients. Career coaches are beginning to use it as a tool to help their clients understand how they communicate, what words they use, and what messages they're leaving. By 2013, Wordle will be a part of everyone's routine.

- **Privacy protection solutions advance and become more innovative.** In response to the growing concern about online privacy and confidentiality, resume writers and career coaches will more frequently use logos, designs, monograms, and other graphics in place of photographs on their clients' materials. By 2013, we anticipate this to be a quite-common practice.
- **Job seekers hire virtual assistants.** With so much time and effort required to manage social media and outreach, particularly while engaged in an active job search, we're confident that more and more job seekers will contract with virtual assistants to handle their daily social media needs and other ongoing career-management activity.
- **Job seekers turn to image messaging coaches.** Job seekers must be savvy with virtual technology so they can attend virtual interviews, create web-based resumes and portfolios, consult via Skype, and take advantage of other technology innovations. As a result, a new cadre of coaches is emerging who consult with job seekers about messaging (scripting and delivery) and imaging (clothing, colors, makeup, and appearance). This coaching category may even expand to individuals who are currently working but are also always engaged in various online and technology platforms.
- **Career professionals keep pace with technology ... or are left behind.** Smart phones are replacing laptops and even iPads as we advance at a phenomenal pace in our virtual communications capabilities. Everyone is rushed and communications will become quicker, shorter, and to the point ... certainly shorter than 140 characters! Career coaches are coaching via smart phones, recruiters are reading resumes on smart phones, trainers are teaching podcasts via smart phones, and job seekers are finding career experts using their smart phones.

Other technologies that are just now emerging, or are becoming technologically advanced enough to be reliable in our daily use, and all of which will be mainstays in the careers industry by 2013, include:

- QR code, the square-shaped messy graphics that you see on some resumes. They're created specifically for smart phones so, when scanned, will display a full resume.
- Skype interviewing and coaching
- High-definition streaming video
- High-quality webcams
- Domain name websites (e.g., www.WendyEnelow.com)

Career professionals understand how important it is for us to keep pace with the technology – for ourselves and our clients. We don't necessarily have to be leading edge, but we must provide our clients with leading-edge tools, coaching strategies, resumes, and communications methods.

THE NEXT

QUESTION: What do we anticipate lies out on the horizon that will begin to impact global employment and job search within the next 5-10 years?

Resumes, Cover Letters, LinkedIn Profiles & Other Career Marketing Communications

- **Talent-based resumes replace results-based resumes.** Accomplishments, quantifiable achievements, project highlights, and other results will always be key components of every type of career marketing communication. Our brainstorming groups forecast that there will be a greater emphasis on an individual's innate and learned talents and how those talents bring specific value to a prospective employer – value in performance, productivity, quality, efficiency, and profitability.

Job-Search & Career-Management Trends & Forecasts

- **Welcome to Survivor Island!** Ten years from now, it will be a matter of who survives the screening process and who adapts to the new work culture of 2020 and beyond. In essence, we may experience a “Darwinian” employment environment where the strong survive and the weak succumb. Although you may consider that already to be happening, the extent to which this will impact the workforce will increase exponentially year-over-year until there is a huge chasm between the two groups. At that point, personal branding will no longer be a luxury; it will be a necessity.
- **Tomorrow's “A” candidate emerges.** Characteristics of tomorrow's business leaders and top candidates include a high emotional IQ, collaborative working style, innovative thought process, superb communication skills, multicultural background and experience, bilingual language skills, strong sense of self-awareness, a “take-ownership” attitude, and a very intrapreneurial style. For senior positions, we project that well-rounded generalists will be in greater demand than specialists with only one key area of expertise.
- **Your social media network defines who you are.** New technology is beginning to emerge (e.g., Klout, Disqus) that calculates an individual's online reputation scores to indicate how influential and/or connected that person is. With that technology in hand, we postulate that you can extrapolate how an individual will perform based on the people they know. The question that then arises is whether we're moving away from individual competency and moving toward a popularity mode of hiring and candidate selection.
- **Job boards redefine themselves and continue to thrive.** Competition will remain intense among online job boards but, over time, the companies that are able to manage phenomenal amounts of data

and technologically “match” the right candidate with the right company are those that will survive. Much like today’s online dating services, the matches will occur seamlessly and instantaneously.

- **Privacy control emerges as a new profession.** One of the brainstorming groups suggested that a profession will evolve to help people manage their online privacy controls that are anticipated to become a much more complicated process in the future with the emergence of newer technologies that most of us cannot even imagine. One unverified statistic states that 92% of infants in America already have an online presence.
- **Webpreneurs are on the rise.** A whole new generation of entrepreneurs is emerging and will totally change the face of the global employment landscape over the next decade. Hand-in-hand with this observation are many questions. Will the Internet be the platform for the next multi-level marketing ventures? Will multiple streams of income be a staple for the next generation of workers? Will the model for income generation change over the next decade? What will employment “look like” in 2020?
- **Teleworking is mainstream.** Baby boomers are happy to work alone at home, “telecommuting” as they’re given the opportunity. However, today’s millennial workforce does not like to work in isolation, so we project that future work may involve people teleworking at community telework centers. In these facilities, small groups of individuals would work in physical proximity yet for different companies, on different projects, and be otherwise engaged in potentially unrelated work activities. Note that President Obama just signed into law the Telework Bill HR 1722 (<http://www.fedsmith.com/article/2628/official-summary-telework-enhancement-act-2010.html>), laying the groundwork in 2010 for what is to become a mainstream part of our working culture in 2020.
- **Career development courses become a staple at all student levels.** Colleges and universities are beginning to more actively integrate career development and management courses into their core curricula, understanding that their role in educating students and preparing them for the future must include a stronger and more dedicated focus on career development. In fact, career professionals who work in academic settings are also beginning to integrate career training into primary and secondary schools, realizing that the earlier career intervention begins, the more educated and empowered individuals will be to pursue their dreams and achieve career excellence.
- **Optimism coaching on the rise.** Based on the growing science of “brain coaching” to help people get out of their own way, optimism coaching is growing in popularity. Similar to recession coaching, optimism coaching focuses on attitude adjustment and forward momentum despite any personal or professional obstacles. Using new optimism coaching strategies and techniques, coaches will enable their clients to let go of the past, focus on the future, and be “in the flow,” all of which are critical to moving one’s career forward in a positive direction.
- **The influence of career professionals expands.** The opportunities to expand the reach and influence of career professionals are greater than ever and projected to continue increasing over the next decade. As the number of practitioners increases and their areas of expertise grow, we anticipate that

the industry as a whole will exert much greater influence on the world of work, from candidate screening and selection through hiring, workplace coaching, and lifelong career leadership.

- **Too many people are being left behind.** In all too many instances, lower-level workers and people who live in lower socioeconomic strata are being left behind as new technology continues to expand into new arenas that we can barely imagine. As the leaders in the careers industry, we must determine what we can do to reach out and train the more disadvantaged groups in how to find jobs using these new technologies so we can ameliorate the widening gap between those who are tech-savvy and those who are not.
- **The mindset of the 2020 worker evolves.** In 2020, the world of work will look very different. In anticipating the concomitant changes in careers and employment, we project accompanying changes in worker complexion. Workers will be more motivated by doing good than making money. They will work hard for a few years and then move into something where they can “do good.” Fun and enjoyment in one’s work life will become a bigger and more central focus as we continue to strive for the ever-illusive “work-life balance” model.

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LIST OF RESOURCES

NOTE: There are thousands of articles, books, websites, and other tools that we could recommend to our career colleagues. This list is limited exclusively to the books, articles, websites, job search tools, and other resources mentioned at the December 3, 2010, Global Career Brainstorming Day event. This list is not intended to be a comprehensive career resource guide.

Assessment Tools

Websites are included for some assessment tools. For others, sold through third-party publishers and other product distributors, we recommend that you Google the assessment tool and contact a distributor/administrator of your choice.

360 check-up with pre-hire and talent check-up, Checkster www.checkster.com developed by Yves Lermusianux with Dick Bolles

Reach 360 assessment, Reach Communications www.reachcc.com, helps us understand others' perceptions of us and our attributes

Birkman Method, <http://www.birkman.com/>, personality testing

Caliper, IQ and values testing

Authentic Happiness, VIA freebie <http://www.viacharacter.org/HOME.aspx>, free survey that identifies signature strengths

Career Leader, <http://www.careerleader.com/>, for business and management professionals

Disc assessments, <http://www.877disconline.com/>

Highlands Ability Battery, <http://www.highlandsc.com/battery.php>, assesses human abilities and aptitudes

Human Metrics, <http://humanmetrics.com/>, traits testing

Keirsey Bates, <http://www.keirsey.com/>, “gold standard” in assessments

Knowdell card sorts – values, strengths, and occupational preferences

MAPP, Motivational Appraisal for Personal Potential

Myers-Briggs, <http://www.myersbriggs.org/>, another “gold standard”

MBTI – Step II, <http://www.discoveryourpersonality.com/formq.html>, more in-depth Myers-Briggs

Role-Based Assessment <https://www.thegabrielinstitute.com/>

Seven Stories Process from What Color is Your Parachute? (Dick Bolles), recognizes common threads in stories to identify strengths

Strength Finders, <http://www.strengthsfinder.com/113647/Homepage.aspx>

Strong Interest Inventory, another “gold standard”

Soul of Money Institute, <http://www.soulofmoney.org/>, tools for relationships, money, and life

Thomas Kilmann Conflict Mode Instrument

True Colors, <http://www.truecolorstest.com/>, personality test

VIA (Values in Action) Strengths Survey <http://www.authentic happiness.sas.upenn.edu/Default.aspx>

Voluntary Simplicity, <http://www.choosingvoluntarysimplicity.com/>

Books & CDs

140 characters – A Style Guide for the Short Form by Dom Sagolla, basics of good short-form writing

The \$100,000+ Entrepreneur by Wendy Enelow

A Whole New Mind: Why Right Brainers Will Rule the Future by Daniel H. Pink

Book Yourself Solid by Michael Port, strategies to attract more clients than you can handle

Brag! The Art of Tooting Your Own Horn Without Blowing It by Peggy Klaus, learn to talk about your accomplishments

Career Distinction: Stand Out by Building Your Brand by William Arruda and Kirsten Dixon, explore your personal brand

Composing a Life by Mary Catherine Bateson, examination of women's lives from a new perspective

Courage to Live Your Dreams by Les Brown, getting unstuck and overcoming problems

Cover Letter Magic by Wendy Enelow & Louise Kursmark

Creating Your Best Life: The Ultimate Life List Guide by Caroline Adams Miller and Dr. Michael B. Frisch, adapt to multiple income streams (project-based versus full-time employment)

Do What You Are: Discover the Perfect Career for You Through the Secrets of Personality Type by Paul Tieger, journey through assessment and discovery

Executive's Pocket Guide to ROI Resumes & Job Search by Louise Kursmark and Jan Melnik

Executive Resume Toolkit by Wendy Enelow & Louise Kursmark, online executive resume resource

Fast-Track Guide to a Professional Job Search by Joanie Natalizio

Free Agent Nation by Daniel Pink, everyone should be an entrepreneur

Get the Job You Want Even When No One Is Hiring: Take Charge of Your Career, Find a Job You Love, and Earn What you Deserve by Ford Myers

JobHuntersBible by Dick Bolles <http://www.jobhuntersbible.com/>, great resource for online job search resources

Job Search Magic by Susan Whitcomb

Kiss, Bow, or Shake Hands by Terri Morrison, guide to doing business in more than 60 countries

The Lexus and the Olive Tree: Understanding Globalization by Tom L. Friedman, the upcoming 50 years of the individual being the organizational unit

The Longest Tale by Malcolm Gladwell, study of Netflix & Blockbuster business models, successes, failures, and entrepreneurial lessons

Luck is No Accident by John Krumboltz, encourages inspired action

Make Your Contacts Count: Networking Know-How for Business and Career Success by Anne Baber and Lynne Waymon, good, practical tips and techniques for successful networking

The Monk and the Philosopher: A Father and Son Discuss the Meaning of Life, Jean-Francois Revel and Matthieu Ricard

Negotiating Your Salary: How to Make \$1000 a Minute by Jack Chapman

Now What? 90 Days to a New Life Direction by Laura Berman Fortgang, help readers find what it is that they truly want and make a plan for getting it

Professional Secrets to a Powerful LinkedIn Profile by Donna Serdula

Resume Magic by Susan Britton Whitcomb

Rites of Passage at \$100,000 to \$1 Million+: Your Insider's Lifetime Guide to Executive Job-Changing and Faster Career Progress in the 21st Century by John Lucht

Success Principles by Jack Canfield, for people who are stuck

Talent is Overrated: What Really Separates World-Class Performers from Everybody Else by Geoff Colvin

Transitions: Making Sense of Life's Changes by William Bridges, cope with opportunities and turmoil

Twitter Job Search Guide by Susan Britton Whitcomb, Chandlee Bryan, Deb Dib

Working Identity: Unconventional Strategies for Reinventing Your Career by Herminia Ibarra, aimed at mid-career professionals who have invested in careers that may no longer fully satisfy

Websites

Branding Programs

About.Me, <http://about.me/>, personal branding and web portfolio development

Reach Personal Branding Program <http://www.reachcc.com/>, personal branding and a leader in brand training and certification for career professionals

Calendar & Time Management Tools

Hootsuite <http://hootsuite.com/>, time management tool for Twitter

Time Driver (points to TimeTrade) <http://www.timetrade.com/Default.aspx>, online calendar tool that links personal calendar to BlackBerry

Tungle.me <http://www.tungle.me/Home/>, online calendar tool

Tweetdeck <http://www.tweetdeck.com/>, dashboard to schedule tweets ahead

WorkOptions <http://www.workoptions.com/>, flex-time tools and tactics

Career Management Tools & Job Boards

6FigureJobs.com <http://www.6figurejobs.com/>, career management service for senior executives

AIRS Directory http://www.airstraining.com/training/training_forms_jobboard.guid, list of niche job boards

Ascentii <http://www.ascentii.com/>, executive placement solutions

Beyond.com <http://www.beyond.com/>, employment-related websites by industry or profession

BlueSteps <https://www.bluesteps.com/Home.aspx>, career-management service for senior executives; division of the Association of Executive Search Consultants (AESC)

CareerBeam <http://careerbeam.com/>, company and industry research tools

CareerShift <http://www.careershift.com/>, job-hunting and career-management solutions

Create the Good AARP <http://www.createthegood.org/>, resource for unemployed to volunteer and extend networking

ExecuNet <http://execunet.com/>, career management service for senior executives

GlassDoor www.glassdoor.com, inside facts about companies and their cultures

Hoovers <http://www.hoovers.com/>, top-end business information

Indeed <http://www.indeed.com/>, job postings

International Association of Employment Websites <http://www.employmentwebsites.org/>, employment-related websites by industry or career field

JibberJobber <http://www.jibberjobber.com/login.php>, online job-search management tool

JobBait.com <http://www.jobbait.com>, customized, comprehensive employment research and distribution service

Job-Hunt <http://www.job-hunt.org/>, compendium of job-search resources

Jobs for You <http://talent.linkedin.com/jobs-for-you-ads/>, allows companies to distribute job openings only to individuals with matching backgrounds

Kijiji www.ebayclassifieds.com <http://www.kijiji.ca/> (Canada), widely used online site for both job seekers and recruiters

TheLadders.com <http://www.theladders.com>, \$100K job postings and resume services

NESC <http://www.nesc.org/>, offers opportunities for contract work to organizations that may be unable to hire full-time executives

Netshare.com <http://www.netshare.com>, career-management service for senior executives

Nicheboards.com <http://www.nicheboards.com/>, employment-related websites by industry or career field

Profile Research <http://www.profileresearch.com>, targeted resume distribution to recruiters, venture capital firms, and companies

Resume Blaster <http://www.resumeblaster.com/>, blasts resumes out to contact companies

The Riley Guide <http://www.rileyguide.com/>, great resource for online job-search resources

Simply Hired <http://www.simplyhired.com/>, effective source for job postings

UpwardlyGlobal.com <http://www.upwardlyglobal.org/>, resource for unemployed to volunteer and extend networking

Vault www.vault.com, inside facts about what companies are like on the inside

Weddle's Association Directory <http://www.weddles.com/associations/index.htm>, useful site for job hunters

Zoom Info, <http://www.zoominfo.com/search>, database of people and companies

Career Professionals' Tools – Training & Information Resources

The Academies <http://www.theacademies.com>, career coaching and job-search training and certification programs

Career Thoughts Leaders Consortium <http://www.careerthoughtleaders.com>, trends, best practices, articles, and resources for career coaches, career counselors, resume writers, job-search consultants, college and university career development professionals, military career transition specialists, outplacement consultants, workforce development specialists, recruiters, and others who work in the careers space

Creative Image Builders <http://www.careercatapult.com>, career products and partnerships to increase revenue streams

Enelow-Kursmark Bookstore <http://www.wendyenelow.com/bookstore>, top-flight books, CDs, online resources and more for career professionals and job seekers

Executive Power Brand <http://www.executivepowerbrand.com>, career communications training and certification

Inspire Connexion, <http://www.theemanuelfoundation.org>, platform for coaching connections

Lucrative Careers, <http://www.lucrativecareersinc.com>, entrepreneurial training for career coaches

Opportunity Knocks, <http://knocks.com>, book on professional networking

Resume Writing Academy <http://www.resumewritingacademy.com>, resume training and certification programs; free resources including top 390 verbs for resume writing, sample client questionnaire, and articles on resume writing and entrepreneurship

Riklan Resources <http://www.riklanresources.com>, #1 ranked self-improvement website

Ultimate Career Consultants <http://www.ultimatecareerconsultants.com>, career coach training and licensing program

Wordle www.wordle.net, new world cloud technology that visually displays the frequency of word use in a document; useful tool for resumes, LinkedIn profiles, cover letters, career bios, and other career communications words

WorkNet Solutions <http://www.worknetsolutions.com>, coach training on tough career transitions

Data Tools & Statistics

CareerXRoads <http://www.careerxroads.com/index.asp>, annual Sources of Hire Survey of Fortune 500 companies

Data Tools http://www.positivelyminnesota.com/Data_Publications/Data/All_Data_Tools/index.aspx, employment projection tool with job and wage trends through 2019

Jobbite <http://www.jobbite.com/>, social media recruiting survey

Job Futures <http://www.jobfutures.org>, labor market information resource

Job Research Tools

http://www.positivelyminnesota.com/Data_Publications/Data/All_Data_Tools/Employment_Outlook_%28Projections%29.aspx, statistics for job creation and job growth

Interview Tools

Interview Studio www.interviewstudio.com, assessments and video, resume, and links to LinkedIn

intRvue: www.intRvue.com, platform for capturing and sharing professional stories

WinTheView.com: www.wintheview.com, step-by-step guide for interviews, elevator pitches, follow-ups, and more

Online Social Networking Tools

Eluta <http://www.eluta.ca/>, information sharing

Honestly <http://www.honestly.com/login>, community-created reviews of business professionals

The Joy of Connecting" <http://thejoyofconnecting.com/>, networking group, virtual and local

LinkedIn www.linkedin.com, today's "mainstream" online professional profile

Ping.fm <http://www.ping.fm/>, social network updating tool from one resource <http://www.ping.fm/>

The Referral Engine <http://talent.linkedin.com/Referral-Engine/?pin=RefBlog>, employment tool where companies can find high-quality applicants through their employees' LinkedIn networks

Reputation Defender <http://www.reputationdefender.com/>, online identity management

Slideshare <http://www.slideshare.net/>, information sharing

SocialMention <http://socialmention.com/>, real-time social media search and analysis

Tweetchat.com <http://tweetchat.com/>, real-time conversation

Tweetmyjobs.com <http://tweetmyjobs.com/>, text messaging from cell phones

Twitter <http://twitter.com/>, key social media tool in job search

Vizibility <http://vizibility.com/>, Search-Me Google button provides pre-set Google results for job seekers; effective tool to manage digital dirt and resolve common name (Joe Johnson) search confusion

Reference Checking Services

Allison Taylor <http://www.allisontaylor.com/>

Back Check <http://www.backcheck.net/>

First Advantage <http://www.fadv.com/>

Web Hosting & Blogging Services

GoogleAlerts <http://www.google.com/alerts>, blogging topics

Hostway <http://www.hostway.com/>, inexpensive web hosting and blogging

TypePad <http://www.typepad.com/>, website and blog builder

WordPress <http://wordpress.com/>, website and blog builder

Web Resumes & Portfolios

Careerfolios www.careerfolios.com/reseller.html, web resumes, bios, and portfolios resource

Job Bait www.jobbait.com, web resume builder

Scribd <http://www.scribd.com/>, sharing platform for work samples, papers, etc.

Twitres www.twitres.com, resource to display resume on Twitter

videoBIO www.videobio.com, video bio scripting and production

VisualCV www.visualcv.com, web-based resume resource

Workfolio <http://www.workfolio.com/>, very tech-friendly tool web resume builder

Webinar & Online Meeting Tools

GoToMeeting <https://www3.gotomeeting.com/t/gg/gotomeeting-Exact/NAPPC/g2msem3/sf/70100000005YRx?Portal=www.gotomeeting.com&Target=m/g2msem3.tmpl&gclid=ClqzLuqn6cCFRtgwod6wSwbQ>, virtual meeting platform

GoToWebinar <http://www.gotomeeting.com/fec/webinar>, webinar management tool

Interspire <http://www.interspire.com/>, email management for networking and marketing

MajicJack <http://www.magicjack.com/6/index.asp>, online phone system with teleseminar and webinar resources

Skype <http://www.skype.com/intl/en-us/home>, online resources to conduct virtual meetings

Xiosoft <http://www.xiosoft.com/>, online training platform with audio, video and recording

WiziQ <http://www.wiziq.com/>, teleseminar and webinar technology platform