



Career Planning & Adult Development

JOURNAL

Volume 31, Number 2

ISSN 0736-1920

Summer 2015

OUR FUTURE: Projections of Work and Life

Helen Harkness, Guest Editor

- **The Future**
 - **The End of Work as We Know It**
 - **Jobs and Careers on the Front Line of the Future**
 - **Silicon Valley and the New Rules of Work**
 - **Training Challenges Facing Education and Training and Career Development in the Future**
 - **Old people are people too, so let's act accordingly**
 - **Crisis of Human Capital in Aerospace: It's All About the STEM**
 - **College for All – Reality or Flawed Myth?**
 - **Our Jobs: The American Workforce and Economy in Crisis**
 - **The Future Has Arrived: The Future is Now the Present**
-



OUR FUTURE: Projections of Work and Life

Looking Ahead with the Journal, by **Steven E. Beasley**, Managing Editor4
Introduction to this Issue, by **Helen Harkness, PhD**, Guest Editor5

Chapter 1: The Future, by **Leigh Ellen Key**8

Chapter 2: The End of Work as We Know It, by **Andy Hines**10

Chapter 3: Jobs and Careers on the Front Line of the Future, by **Gary Marx**20

Chapter 4: Silicon Valley and the New Rules of Work, by **Gary A. Bolles**28

Chapter 5: Training Challenges Facing Education and Training
and Career Development in the Future, by **Timothy C. Mack**40

Chapter 6: Old people are people too, so let's act accordingly, by **Aubrey de Grey** 47

Chapter 7: Crisis of Human Capital in Aerospace: It's All About the STEM
by **Deborah Westphal**51

Chapter 8: College for All – Reality or Flawed Myth? by **Helen Harkness**54

Chapter 9: Our Jobs: The American Workforce and Economy in Crisis, by **Ed Gordon**65

Chapter 10: The Future Has Arrived: The Future is Now the Present, by **Helen Harkness**77

Other Information

Guidelines for Authors81

Obtaining Back Issues of the Journal83

Joining the Career Planning Network85

Chapter 10

THE FUTURE HAS ARRIVED: The Future is Now the Present

by Helen Harkness

For two decades I have attended and presented at the World Future Society. The title of this article summarizes my thinking after returning from the week-long 2002 conference last month in Philadelphia.

Immediately I also spent three nights in bed with Toffler — not the man, but all his books and articles, collected for 30 years and stashed in my research room. Believe me, they covered my king-size bed! As my clients and readers know, since I incorporated CDA in 1978, I relentlessly study all forces impacting and transforming our workplace: the economy, the business world, technology, and society. True, this strong research base is coupled with my intuition and foresight based on my real-life experiences.

At one time or another I have plowed doggedly through Toffler's work in order to access his foresight. On re-reading his work, it's amazing how on-target he has been concerning the changes in our world — not 100 per cent of course, but without question much he forecast has happened. Now I plan to focus on gaining insight on trends for the next 30 years since I plan to work that long! I have trusted his assessments of the changes in the workplace, because when Toffler talks about the negatives of blue-collar factory work, he personally knows. He and his co-writer wife, Heidi, both worked in factories for years. This is difficult to believe when you read their highly scholarly and lengthy works!

I remember well my introduction to Toffler and future thinking in early 1970. I was rather ineptly trying to keep freshmen awake in their MWF 1:00 pm English class. Giving up on Shakespeare, and trying to be relevant (the cry of the '70s), I dashed out and bought a stack of paperback copies of Toffler's *Future Shock* (after only reading a review). I don't know how it affected my students, but it hit an extremely important life-changing "*aha*" for me. His definition of "future shock" as total disorientation, shattering stress, and overwhelming unexpected change parachuting us alone into a chaotic world where current reality and our former expectations and rules were totally clashing put a vocabulary to my life at that time! My quest became the search for understanding my life by studying the future.

Toffler's predictions of 3–5 career changes seemed ludicrous in the early '70s. A college degree was touted as the major magic key! But yet, though a teacher with many degrees, I knew I could not rear three kids on my faculty salary. I could never excel in a first-rate university because of the time I had taken off with my young children. This settled me on my purpose in life.

Incidentally, as I remember, Toffler also said we would have homosexual parents — a totally way-out, not-ever- believable forecast which has certainly happened. The paper, disposable clothes I remember that he predicted haven't happened yet. Toffler also wrote the introduction, titled "Science and Change," to Ilya Prigogine's first book, *Order Out of Chaos: Man's New Dialogue with Nature* (1984). As my CDA clients remember, the first session of our Skills Workshop series begins with a discussion of Prigogine, a Nobel Prize Winner in 1977 for his Theory of Dissipative Structures, the initial writing on the Theory of Chaos. There is a strong connection between the work of these two. Toffler's works include:

Future Shock, (1970), sold over 7 million copies — an unbelievable number since it doesn't deal with Hollywood, sex, quick-fix motivation or a get-rich-quick formula. However, it left us with a new term, "future shock," which entered our vocabulary and frankly now describes the chaotic world we find ourselves experiencing daily. Millions are in what I call "career shock," a painful splinter of future shock.

The Ecospasm Report, (1975), outlined what was happening in economics and labeled it as the beginning breakdown of our industrial civilization and early appearance of the wholly new society.

The Third Wave, (1980), though extremely analytical and scholarly, became an international bestseller, breaking many records. Toffler again deals with change — it's speed and direction — synthesizing information from highly disparate fields and providing startling ways of viewing our world. Toffler said that "life organizers ... a cadre of professionals," would be needed to provide practical assistance for structuring one's life under the high social and technological turmoil and overchoice. He said that we probably need fewer psychotherapists, burrowing mole-like in to id and ego, but people to help us pull our daily lives together provide a framework of order and purpose in our lives. Toffler stresses that people need meaning beyond their own — this is the Holy Grail that clients and CDA seek! Remember we must:

- Know what we want: internal & external — see a future image of it
- Ask for it effectively — confident that we will receive it
- Know that we deserve it · Become first rate in it

To continue with Toffler's works:

Previews and Premises, (1983) — a series of interviews about jobs, identity, sex roles, new politics of the Information Age, and the hidden forces driving our economy .This book is shorter (most of his other works have around 600 pages) and it hits on his major ideas up to this time .If you haven't read Toffler, this is a good starter.

Powershift, (1991), discusses the battles that pit new-style workers against investors, retailers, and manufacturers, as well as the conflict between new media and the old television networks.

The Adaptive Corporation, (1984), I don't own this book and have not read it.

War and Anti-War: Making Sense of Today's Global Chaos, (1993), which emphasizes that while we are racing to make better weapons, our peace-making *weaponry* is out of date and ignored! Toffler, thirty years ago, forecast much happening in our work world. He discussed retraining and retooling the mind instead of moving workers unequipped into retirement. Whether training was done by the private sector, the education system, military, media, with any or all of the above, he said more was needed than simple occupational skills. New values, attitudes, and life styles are essential. It's a cultural jump, not merely a change in job skills. Retraining, according to Toffler, is very complicated and expensive but cheaper than throwing employees "onto a slag heap and subsidizing permanent retirement." In *Previews and Premises*, Toffler says,

"What is needed is a massive effort to redeploy labor through training, retraining, and still more training

And again, I don't mean for specific mechanical job skills, like keypunching. I mean something we don't do very well: helping people transition to wholly new ways of life. This fits directly into a study by **Bain & Company** (www.bain.com). They found that companies that dismissed 15 per cent of their workforce experienced below-average stock prices for the same period. Continuing waves of layoffs created even more damage. According to the research, the costs of severance, loss of skilled workers, damaged trust and credibility, reduced innovation, lowered productivity, and what I call "*survivor syndrome*" for those who remained is far more than companies can calculate. Becoming risk-adverse, employees feel justified in spending more time looking for a new job. Cost-cutting gone wrong can end up losing key employees with important knowledge who are going to cost a fortune to replace when upturn comes. Quick fixes can create long-term loss! To me, it is obvious that to cut effectively, senior management needs to provide career development programs to accomplish the following:

- learn the essential skills needed for the organization and identify those in their organization who can do these;
- retrain employees who have aptitude and interest in a needed field;
- offer retirement but provide a plan for it; · provide sabbatical and incentive bonus, perhaps working in non-profit at a reduced salary (goodwill for companies);
- offer sabbatical at 20 per cent of salary, or flex-leave to catch up on family needs.

Thoughtless, careless downsizing without any innovative thinking and a seeming disregard of their people or the needs of future company employees will come back to haunt them. The economy will return. Skilled workers will be highly valuable. In Europe, the U.S. and Japan the workforce is rapidly aging. The revenge of those mistreated will hit countless of today's companies.

Future Workplace Trends

The main safety net for capitalizing on chaos and avoiding culture and career shock is to know our Success Criteria – those "**Glass Balls**" that are critically important to us – not to others – not what we *should* or *ought* but those needs which arise from our DNA, our very instinctive intuitive being. That is the taproot, the bedrock – the calm eye in the hurricane of much of our current life! What would you answer to the following critically important questions? These are the "**Glass Balls**" from a client and his employer:

Q: What do you personally want from your work?

A: Partnership, balance, community, and synergy.

Q: What does the organization want and need?

A: Commitment, quality, success, and growth.

Success is bringing these goals together to move the organization and individual careers forward. Critical trends that will influence the workplace are:

- Work/life balance and synergy
- Work as a noble cause
- Personal growth and development
- Partnership in a collapsed hierarchy · Community at work · Trust/ethics

My clients reflect these issues on their Success Criteria.

Additional forces impacting today's workforce are:

Pace and acceleration of change: focus on developing "future shock absorbers." Family – parenting and family patterns are changing. Economy – jobs for life no longer exist, nor the automatic loyalty this produced. What is the new definition of loyalty? Society – more wealth, more worries. Affluence has not brought fulfillment: Strong movement to find deeper meaning and satisfaction. Technology – solved some problems but created others. Over-choice – too many decisions focusing on best option – our preferred future is the challenge.

From *Career Design Newsletter* September 2002

**JOB & CAREER TRANSITION
COACH CERTIFICATION in 2015**

- **Washington, DC.... September 14-15-16, 2015**
- **Los Angeles, CAOctober 19-20-21, 2015**
- **Orlando, FL December 7-8-9, 2015**

Receive 21 Continuing Education Hours in these workshops led by
RICH FELLER, Ph.D, LPC, NCC, NCCC and JCTC
DICK KNOWDELL, MS, NCCC, CDFI, CMF and NCDA Fellow
Check our web site for fees and registration information
www.CareerNetwork.Org

GUIDELINES FOR AUTHORS

The Career Planning and Adult Development Journal welcomes original manuscripts on career planning and adult development topics and issues. If you are interested in and have done research on a particular issue, worked in a model program, dealt with special clientele, worked in an unusual setting or with innovative materials, write an article and send it in. All material should be written clearly for a readership composed primarily of practitioners. Criteria for selection of an article are: relevance to the topic of the Journal issue; content that is of value to practitioners; writing that is reader-friendly. Theoretical papers supported by field experience are welcome. You do not need to be a member of the Career Planning and Adult Development Network or any other organization to be eligible to submit an article for consideration. Each issue of the Journal is focused on a specific topic, with a Guest Editor knowledgeable in the subject. If you would like to be a Guest Editor, or write an article, contact the Managing Editor at the address below for a schedule of upcoming topics. Unsolicited manuscripts will be acknowledged upon receipt by the Managing Editor and sent to an appropriate Guest Editor for consideration. Some will be sent to the Editorial Board for review. We will notify you when your submission has been accepted for publication or rejected. If the article is published, the author will receive the electronic version of the Journal in pdf format.

Manuscript Guidelines

1. Authors should e-mail the manuscript to the Guest Editor, and to the Managing Editor of the Journal. Authors who are writing articles which require special formatting [art, graphics, tables drawings, charts and graphs] should submit the original and one clear copy typed (double spaced) on 8 1/2 X 11 inch white bond.
2. Use end notes, not foot notes.
3. Tables and figures should be typed on a separate sheet of paper. The graphs, illustrations, and drawings should be camera-ready art wherever possible. We will set figure captions in appropriate type.
4. Authors bear responsibility for accuracy of information, references, quotations, tables, figures, and obtaining permissions from copyright holders.
5. On a separate page, provide a biography, including your name, title, position, place of employment, degrees [with Degree, Major, Institution, and date]; work history; honors and awards; major books written; significant articles authored; leadership positions held in professional societies [with dates]; mailing address, phone, fax, and e-mail address.
6. References should use the Publication Manual of the American Psychological Association format, as follows:
For books:
Author(s) last name, initial(s), (date of publication), *title*, city, state, publisher. Example:

Gysbers, N.C., & Moore, E.J. (1987). *Career counseling skills and techniques for practitioners*. Englewood Cliffs, NJ: Prentice-Hall.

For articles:

Author(s) last name, initial(s), date of publication, title of article, publication **name** and **volume**, (number), pages. Example:

Henton, J. N., Russell, R., & Koval, K. E. (1983). Spousal perceptions of midlife career change. *Personnel and Guidance Journal* **61** (5), 287-291.

7. Avoid the use of the generic masculine pronoun and sexist terminology. Aim for a readable, approachable, immediate style, avoiding the passive voice and the detached tone of typical academic journals.

8. Do not submit material that is under consideration by another periodical. If you have published an article in another publication that you believe is of merit, you may wish to submit it to the Career Planning and Adult Development Network Newsletter for consideration as a summary or abstract. We accept review copies of books, but do not guarantee that we can find a reviewer.

9. Manuscripts should not exceed 4,000 words. A typical article would run from 6 to 12 pages of double-spaced, word-processed copy. However, please do not let length inhibit you from expressing your ideas.

10. We reserve the right to edit all submissions for length, style, and clarity of presentation. We will communicate with you directly to clarify any confusion as to the content of your submission.

11. Submit manuscripts, ideas, or questions to:

Steven E. Beasley, Managing Editor
Career Planning and Adult Development Journal
453 Alberto Way, Suite 257E
Los Gatos, California 95032 USA
Telephone (408) 354-7150
e-mail: stevenbeasley@verizon.net

Revised 2015

Available Issues of CPAD Journal

Cost for each is \$7.50 plus \$1.50 shipping and handling.

Contact: e-mail: admin@careernetwork.org

- Innovations in College, University, and Community Career Centers. Edited by **Steven E. Beasley** and **Jeanne M. Hinkelman**. Vol 16, No 1
- Career Counseling in an Information Age. Edited by **K Richard Pyle**. Vol 16, No 3
- Book Reviews 2000-2001. Edited by **Barbara Grauer**. Vol 16, No 4
- Coaching and Mentoring. Edited by **Frederic M. Hudson**. Vol 17, No 1
- Family Influences on Career Choice and Success. Edited by **Sally Gelardin**. Vol 17, No 2
- Career Portfolios. Edited by **Martin Kimeldorf**. Vol 17, No 3
- Resumes, Edited by **Wendy Enelow**. Vol 17, No 4
- Building Your Career Development e-Business. Edited by **Steven E. Beasley**. Vol 18, No 3
- Competencies from the Individual's Viewpoint. Edited by **David Dubois**. Vol 18, No 4
- Book Reviews 2002-2003. Edited by **Barbara Grauer**. Vol 19, No 1
- The Influence of **Bernard Haldane**. Edited by **Kate Duttro**. Vol 19, No 3
- Nurturing the Creative Side in All of Our Clients. Edited by **Carol Eikelberry**. Vol 19, No 4
- Women and Careers. Edited by **Caitlin Williams**. Vol 20, No 1
- Distance Learning and Career Development. Edited by **Barbara Pevoto**. Vol 20, No 2
- Book Reviews 2004. Edited by **Barbara Grauer**. Vol 20, No 3
- Career Development in Spanish-Speaking Countries. Edited by **Susan Zgliczynski**. Vol 20, No 4
- Career Practitioners Gain an Edge: Understanding Cognitive Development Theory Can Help Us to Help Our Clients. Edited by **Leigh Mundhenk**. Vol 21, No 1
- 21st Century Work Search. Edited by **Linda Hodge**. Vol 21, No 2
- Book Reviews 2005-2006. Edited by **Wendy Enelow**. Vol 21, No 3
- Social Justice and Career Development. Edited by **Robert C. Chope**. Vol 21, No 4
- The Impact of Spirituality on One's Career. Edited by **Richard Nelson Bolles**. Vol 22, No 1
- The Entrepreneurial Career. Edited by **Dan Strakal**, Vol 22, No 2
- Book Reviews 2006-2007. Edited by **Wendy Enelow**, Vol 22, No 4
- A Storied Approach to Career Counseling: Theories/Applications. Edited by **Sarah Toman**. Vol 23, No 1
- The Science of Chaos and Careers. Edited by **William Stone**. Vol 23, No 2
- The Federal Government: A Place to Work and a Place to Serve. Edited by **Dale S. Brown**, Vol 23, No 3
- Making a Career of Counseling and Advising Caregivers. Edited by **Sally Gelardin**. Vol 23, No 4
- Book Reviews 2008. Edited by **Freddie Cheek**. Vol 24, No 1

Careers of the Future. Edited by **Caitlin Williams**. Vol 24 No 2

Working Across Generations. Edited by **Maggi Payment**. Vol 24, No 3

Career Development in Asian Countries. Edited by **Susan Zgliczynski & Xiaolu Hu**. Vol 24, No 4

The Education of Career Development Professionals. Edited by **Debra S. Osborn**. Vol 25, No 1

Book Reviews 2009. Edited by **Freddie Cheek**. Vol 25, No 2

Online Career Advising and Coaching. Edited by **Robert C. Chope**. Vol 25, No 3

Strategies for Career Assessment. Edited by **James C. Sampson**. Vol 25, No 4

Mid-Life Career Crisis. Edited by **Helen Harkness** and **William Stone**. Vol 26, No 1

Golden Boomers! Edited by **Helen Harkness**. Vol 26, No 2

Volunteering. Edited by **Sarah Toman**. Vol 26, No 3

Book Reviews 2010. Edited by **Freddie Cheek**. Vol 26, No 4

Career Development in Middle East and North African Countries. Edited by **Rich Feller**. Vol 27, No 1

Dealing with Mid Life Career Crisis. Edited by **Darrell W. Gurney**. Vol 27, No 2

Book Reviews 2011. Edited by **Sarah Toman** and **Sarah Michalos**. Vol 27, No 3

Career Futures. Edited by **William Charland**. Vol 27, No 4

Culturally Competent Career Development Practice. Edited by **Courtland Lee**. Vol 28, No 1

The Interface Between Career Planning and Retirement. Edited by **Jacqueline Peila-Shuster**. Vol 28, No 2

How Career Professionals Navigate their own Careers. Edited by **Nancy Parsley**. Vol 28, No 3

Women in Industry Today...and Tomorrow. Edited by **Carol Christen**. Vol 28, No 4

Book Reviews 2012-2013. Edited by **Sarah Michalos-Rispinto**. Vol 29, No 1

STEM-Centric Career Development for a Competitive Workplace. Edited by **Rich Feller** and **Jacqueline Peila-Schuster**. Vol 29, No 2

Social Media and Career Development. Edited by **Melissa A. Venable**. Vol 29, No 3

Graduate Student Special Issue. Edited by **Jacqueline Peila-Shuster** and **Debra Osborn**. Vol 29, No 4

Book Reviews 2014. Edited by **Maggi Payment Kirkbride**. Vol 30, No 1

Career Communications. Edited by **Wendy Enelow** and **Louise Kursmark**. Vol 30, No 2

Veterans! Edited by **Robert Miles**, **Mary Buzzetta**, and **Krysta Kurzynski**. Vol 30, No 3

Career Assessments. Edited by **Debra Osborn** and **Seth Hayden**. Vol 30, No 4.

Book Reviews 2015. Edited by **Maggi Kirkbride**. Vol 31, No 1

Our Future: Projections of Life and Work. Edited by **Helen Harkness**. Vol 31, No 2.

**Join the Network and Receive
6 Newsletters and Up to 4 Journals During the Next
Year**

**To join, just send us a copy of this completed
Application Form with your payment**

**CPADN Membership Application/Renewal Form
Annual Membership
Includes 6 Newsletters & Up to 4 Journals**

Check or PayPal Price:

\$49

Price if We Invoice You:

\$59

All payments must be in U.S. dollars and drawn on a U.S. bank.

Send this form with your check to:

Career Planning and Adult Development Network

P.O. Box 611930, San Jose, CA 95161 USA

Phone (408) 272-3085

e-mail: rknowdell@mac.com

Web Site: www.careernetwork.org to pay with PayPal

Name _____

Title _____

Organization _____

Address _____

City _____ State _____ Zip _____ Country _____

Phone _____ e-mail address _____

New Application (5-15) Renewal

Check P.O.# _____