



Careers of the Future

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Foreword

Looking Ahead with the Journal

We are proud to present this **Careers of the Future** issue of the *Journal* with our Guest Editor **Caitlin P. Williams**, PhD, Los Gatos, California. Caitlin established contact with world class experts on this topic by attending the July 2008 World Future Society conference. She met a host of futurists, interviewed them and obtained articles from many, which we present here. A big Thank You to her and all of our authors!

Here is what we have planned for upcoming issues of the *Journal*:

Working Across Generations: How Successful Organizations Handle the Multi-Generations Mix, with Guest Editor **Maggi Payment** of San Diego, California.

Career Development in Asia-Pacific Countries, with Guest Editor **Susan Zgliczynski**, of the University of San Diego., California.

Review of Online Career Advising and Counseling, with Guest Editor **Caitlin Williams**, of Los Gatos, California.

Career Development in China--Multiple Perspectives, with Guest Editor **Xiaolu Hu**, Chair of the Counseling Education Department at San Jose State University.

Book Reviews 2009, with our **Book Review Editor, Freddie Cheek** of New York State.

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Introduction

Introduction to this Issue

Welcome to the future! As career development practitioners we know quite well that the future is not some hypothetical time frame sitting out there on the distant horizon. The future is here now, and it is constantly shape shifting, requiring our work places to scramble to incorporate the latest state-of-the art technology, open new markets or meet new customer demands that were hard to predict even six months ago. The future is a challenge that forces our clients and our students to stay on their cutting edge, constantly re-examine their skills and be ever watchful of the latest trends, problems and opportunities affecting their industry, if they wish to find and keep a job.

How do we best help those we serve to understand this future work place that demands different competencies of its workers and asks employees to take charge of their own careers? We help by acting as interpreters—painting a picture of the future workplace so that our clients can see where and how they can fit into these new organizations. We also help by introducing our clients and our students to new careers they can research and consider, as well as re-introducing them to traditional careers, that are anything but traditional these days.

The articles in this issue are meant to give you ideas and tools to further enrich the career conversations you are having with students just entering college, those considering a first job after graduation, and workers considering a career shift away from their current field and into a new one. You will see a wide variety of jobs mentioned in these pages, highlighting the multitude of possibilities that the work place of today and tomorrow has to offer. These articles are not meant to cover the full range of new careers across all industries—that would be impossible, given the rate of change our work places are going through, the new job titles being created almost daily and the new ways of working through technology and innovation. Instead, these articles are meant to offer you, and those you work with, a window to new career options, as well as a sense of curiosity to stimulate new thinking about shaping one's career in the days ahead.

You will find a wide variety of articles and contributors in this issue. Many are written by professionals in their respective fields who have a front row seat to the changes that are happening. Other entries offer the perspective of a futurist, a journalist, an executive recruiter and some

career professionals at work on the front lines of the changing workplace. In addition to articles you will find some interviews with professionals committed to chronicling, counseling and helping others leverage the possibilities that our new workplace has to offer.

The first contribution, **The Yo Yo Model for Your Future Career: You're On Your Own**, from **Helen Harkness**, a career development professional with significant expertise in understanding careers of the future, gives us a clear, unflinching look at what it means to direct one's own career today and why it is so important to do so.

The three articles that follow describe opportunities that may, on the surface, reflect the traditional careers and traditional fields we have counted on in the past when looking for stable, well-defined work. But look a little closer and you will see that the opportunities described in these articles open up new doors and require new skills that were not even mentioned in the twentieth century version of the positions discussed.

The first of these three articles, **So You Think You Can Teach**, from **David Humphreys**, illustrates just how much the field of teaching has changed. Work place statistics tell us that education positions, including those in post-secondary institutions, will be on the rise in the days ahead. However, you will notice that what it takes to succeed in these positions requires a more extensive set of skills than it did in the last century.

The second article in this section, from **Ken Haycock** and **Carla Garner**, **The Bunheads are Dead: Discovering High Tech, High Touch Opportunities in Library and Information Science**, addresses another traditional field, librarianship. But be prepared to expand your ideas about what it takes to be a competent, skilled librarian—one who is comfortable with technology and on the cutting edge when it comes to accessing available resources.

The final article in this section, **Health Care Jobs of the Future: The Traditional Perspective and Beyond**, is from **Russell Goldberg**. He gives us a wide angle view of the health care field and challenges us to think *outside-in* when it comes to considering options in this field.

Beyond this first section, you will have the chance to get the perspective of a professional journalist, who makes a living chronicling the new face of the work world. Read the interview about **Slash Careers** with **Marci Alboher**, a columnist and blogger at *The New York Times*, to get a glimpse of a new take on the older version of the portfolio career. You will notice that her view of a new way to shape one's career is well attuned to the realities of our current work place.

For a look at emerging careers, this issue includes three articles and an

interview that focus on jobs and careers on the horizon. Definitely expected to grow, the options introduced in this section are worth considering by both the new graduate and the worker seeking a career change.

Carol McClelland offers a wonderful window into the world of green careers in her article, **Making Sense of the New Green Career Frontier: A Framework of Green Industries**, suggesting several possibilities to use one's skills in new endeavors.

Jeremy Podany's interview article includes new language and a wide range of **New Career Niches Made Possible by Technology**.

In her article, **Could you be a Virtual Assistant?** **Peggy Knudson** presents us with a new field that did not even exist a few decades ago. Though some may have done similar work in the last century, the extent to which Peggy can operate and the clients she is able to serve are only now possible, again because of technology.

Bruce Johnson's article, **Careers in Biotechnology**, finishes this section with a look at one group of career options within the enormous and growing field of biotechnology. Read his article and you will get a sense of how much is possible for both the new career professional and the seasoned one in this attractive field.

Even though the opportunities are growing, it is imperative that we help our clients understand what is required of them to compete and succeed in this emerging work place. This is especially true when we work with **Executives who are In Job Search Mode**. Read the interview with executive recruiter **David Opton** for critical information we need to help our clients become the candidate of choice for these new positions.

Finally, for a peek into careers so new they probably are not yet listed on Monster.com, read the ideas and sample position titles in the article **Career Planning for the New Century**, by **Joyce Gioia**, a futurist and specialist on work place trends.

Enjoy this view of the future. May it stimulate your own thinking about career possibilities!

Caitlin Williams, PhD, Guest Editor

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About the Guest Editor

Caitlin P. Williams, PhD, founded in 1988 Successful Working Women, Inc. and since 2006 has served as Adjunct Faculty in the graduate Counselor Education Program at San Jose State University, in California..

She is a career development practitioner/trainer/educator and coach with over twenty years of experience facilitating individual and organizational growth and success. She has also taught graduate level courses at Johns Hopkins University, Baltimore, Maryland; Case Western Reserve University, Cleveland, Ohio; Cleveland State University, Cleveland, Ohio; Walsh College, North Canton, Ohio. At Kent State University, Kent, Ohio, and David Myers College, Cleveland, Ohio, she counseled adults returning to the classroom and was also External Degree Program Advisor and Academic Coordinator for off-site educational offerings.

As Director of Leadership Development at the Advisory Board Company, Washington, DC, she taught classes, conducted workshops, led management assessment debriefings, coached program participants, and facilitated case study discussions to nursing managers and other health care professionals at hospitals throughout the United States.

She currently designs and delivers leadership, career development and executive education programs and assists organizations in their talent management efforts. She assesses needs and designs appropriate interventions focused on improving employee performance. She has coached over 500 executives and employees at all levels on topics related to professional and personal excellence. She has delivered these programs in the United States and internationally to professionals in the telecommunications, banking, manufacturing, education, professional services,

and health care industries. She created and delivered a year-long competency-based group mentoring program for 100+ managers and supervisors in a manufacturing setting and to 100+ professional association members. She created and implemented a program for early retirees and their spouses at a multi-location manufacturing company. She designed and conducted career resilience, life/work planning and job search courses for outplaced executives and workers. She conducted testing and assessments using intelligence, personality, management development (including 360 degree feedback), stress management and career instruments. She is collaborating on a career development program for working women to be delivered in Singapore in Spring 2009. She wrote the book, *The Successful Woman's Guide To Working Smart: 10 Strengths That Matter Most* (Davies-Black Publishing), and is co-author of *Career Moves: Take Charge of Your Training Career NOW!* (ASTD Press). She co-created the assessment instrument *Third Quarter of Life Card Sorts and Life Guide* (2005). She created the career strategies assessment instrument: *The 10 Strengths that Matter Most*. She co-created life/work assessment tools and related materials focused on identification of skills, interests, potential barriers, and paths to growth for workers at mid-life. She serves as the Associate Editor for the Careers in Organizations column for *Career Convergence*, an online publication of the National Career Development Association. She is an editorial team member for *Professionally Speaking* magazine, a publication of the National Speakers Association, Northern California chapter; newsletter editor for Business Coaches Professional Emphasis Group of the National Speakers Association. She was co-Guest Editor of a 2004 issue of the *Career Planning and Adult Development Journal* on the topic of Women and Careers, and previously was co-Guest Editor of a special issue of that journal on The Third Quarter of Life. She is Guest Editor for two upcoming issues of the *Career Planning & Adult Development Journal*—this current issue on Careers of the Future, and a later issue on the Effectiveness of Online Career Advising.

She teaches at San Jose State University the graduate-level required course in career planning, and additional courses in lifespan development, the research seminar, a seminar in guidance systems analysis, and a seminar in counseling theory and practice. She supervises counseling interns in the San Jose area elementary, middle, and high school settings, and in career counseling settings in two and four-year colleges. She advises over 25 graduate students, many of whom were initially educated in locations outside the United States, including Cambodia, Korea, Thailand, China, Japan, Germany, Greece, Russia and Mexico. She currently supervises 12 graduate students' thesis work.

She earned the PhD in Counseling Psychology at Kent State University, Kent, Ohio; the MEd in Higher Education Administration at Cleveland State University, Cleveland, Ohio; and the BS in Education at Cleveland State University. She completed the three-year post graduate training program at the Gestalt Institute of Cleveland. In addition, she has qualified and become certified as a Global Career Development Facilitator Instructor by the National Career Development Association; Myers-Briggs Type Indicator, by the Association for Psychological Type; Certified in Personal and Executive Coaching, by the College of Executive Coaching; Human Performance Improvement in the Workplace, by the American Society for Training & Development; Evaluating Performance Improvement Interventions, by the American Society for Training & Development; Leading Organizations Through The Job Shift, by William Bridges & Associates; Managing Your Career within Your Organization, by Career Directions; The Clinical Practice of Career Assessment, by The Development Laboratories; and the Retirement Planning Program, by the National Council on the Aging.

She has been honored with the following awards:

- Silver Award (in the Careers category) by *ForeWord* magazine's 4th Annual Book of the Year competition (2001).
- Co-Recipient of National Staff/Volunteer Award for creation of a professional development initiative, by American Society for Training & Development (2001).
- Recognized by American Society for Training & Development for her contribution to their Outstanding Forum Issues & Trends Report on mentoring models (1997).
- Graduate Student Dissertation Award, by Kent State University.

Some of her recent presentations include:

- Working More Deeply with Our Third Quarter of Life Clients: Going Beyond the Easy Answers [to be presented at American Counseling Association. 2009].
- I'm a Boomer and Proud of it—What's Next? California Career Development Association-Silicon Valley Chapter, September 2008.
- Career Transitions and Surviving the In-Between Time. American Library Association Annual Conference, Anaheim, California. 2008.
- Dilemmas and Solutions for Working with our Third Quarter Clients. Career Management Alliance (Kennedy Information), 2008 Annual Conference, Minneapolis, Minnesota. 2008.

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Chapter 1

YO YO MODEL FOR YOUR FUTURE CAREER: You're On Your Own

by Helen Harkness

The job as defined in the past is dead. The path of loyalty to a company in return for 40-year employment, a gold watch at retirement, and then going home to wait to die is totally defunct. As career professionals, we are currently in the process of helping our clients move through the grief and burial of this former *womb to tomb* career ideal. Our responsibility is to communicate this demise effectively and replace it with alternatives. The world is moving painfully fast compared to even half a generation ago. Many of my clients do feel totally dissatisfied by the rapid disintegration of what they once found comfortable and reassuring. There is no longer a *safety net*. In fact there is no longer a net at all, except what the individual creates.

I have labeled my revision the Yo-Yo Model: You're On Your Own! Though we may be suffering from Toffler's *Future Shock*, we are responsible for balancing our own career on our current edge of chaos, constant change, complexity, and uncertainty. Though painful, frequently fearful, and characterized by a *miserable middle*, this can be the first step of growth, creativity, coherence, and order for our careers. Countless of my clients who are moving from misery to meaning at mid-life, find the process of re-careering similar to the journey in Andre Chedid's poem, *Who Remains Standing?*

First, Erase your name, unravel your years, destroy your surroundings, uproot what you seem, and who remains standing?

Then, rewrite your name, restore your age, rebuild your house, pursue your path, and then, endlessly, start over, all over again.

I explain clearly to my clients that taking creative control and changing their career can be incredibly challenging but ultimately, unbelievably rewarding. I tell them that a career change can happen when their pain is greater than the fear; $CC = P > F$. After three decades of focusing on helping thousands of adults make this transition, with their thoughtful and dedicated commitment, I assure them that we can achieve positive results.

Necessity for Researching Future Trends and Identifying Weak Signals

Helping our clients successfully through this process requires that we keep beyond the cutting edge of not only universal predictable major trends, but also the seemingly weak signals that may unexpectedly create major transformation. I took much early encouragement for my work from Toffler, and his predictions from nearly 40 years ago seem as meaningful today as when he wrote them decades ago.

For example, when reading *Future Shock*, I considered Toffler's prediction in 1970 of 3-5 career changes ludicrous until I realized that I was being forced to do exactly that! At that time, a college degree was touted as the major magic key to career success. But yet, though a teacher with many degrees, I knew I could not rear three kids on my current faculty salary at a second rate college. I also realized I could never excel in a first-rate university because of the time I had taken off with my young children. These insights settled me on my current purpose in life--to teach adults how to change careers successfully.

In *The Third Wave* (1980) Toffler predicted our career profession. He said that the cadre of *life organizer* professionals would be needed to provide practical assistance for structuring one's life under the high social and technological turmoil and dilemma of over-choice. He thought that we would probably need fewer psychotherapists, *burrowing mole-like into id and ego*, but more people to help us pull our daily lives together, helping provide a framework of order and purpose in our lives.

Toffler also stressed 30 years ago that people need meaning beyond their own--and this is the Holy Grail that my clients seek. All this has led to my active participation in the World Future Society, and the relentless development of my interest and skills in foresight and synthesis. My goal for my work is to identify not only major trends and issues, but also the *weak signals* which may be overlooked--and yet have the potential to make a big difference relating to clients' careers.

These weak signals are frequently ignored because they seem to lack importance, or may be contrary to our current linear mindset or biases. S. Harris and Steven Zeisler urge futurists to *recognize and work within the real nature of our world--the complex adaptive systems [CAS]* (p. 28). I highly recommend an understanding of complex adaptive systems to develop creativity for helping our career clients. After extensive research and writing, I published *Capitalizing on Career Chaos* to help me understand the changes happening constantly with our current and future careers.

According to the research by experts speculating on tomorrow's job titles, there will be countless career opportunities for occupations that are variations on coaching, managing, consulting, and other help-oriented activities. They also stress that corporations will need managers with counseling skills to help employees deal with their life issues. This was certainly not the case 25 years ago. I completed a three-day career workshop which included a day with Walt Storey of General Electric. The participants raved, but the HR director introduced me to their *machine model*, which I immediately rejected. *You want to fix people, Dr Harkness; we do not do that here. If they do not fit, we yank them out and plug in another one.*

This machine model is definitely a Psychological Recession according to a summary of research in *Trends e-Magazine* (August 2008, p. 14). A Conference Board Review revealed that 2/3 of U. S. employees are either actively looking for new jobs, or merely going through the motions of their current job--there physically but not emotionally, with *one foot out the door*. Commitment is missing on both sides. Employees expect the worst to happen and are worried and pessimistic about the future. People are also on permanent overload, too exhausted to be creative or innovative.

A Gallup study completed in 2008 of 4.5 million employees in 12 industries found that 17 per cent are *actively disengaged and trying to sabotage the company that pays them*. Another 54 per cent are *passively disengaged*--feeling no emotional attachment to their jobs. The same poll found that one of every two wants to change jobs. This Psychological Recession trend is not reversed--the costs of turnover for American businesses will surpass 600 billion in the next 3-5 years (p.16).

Fortunately, this rigid model is being overhauled and replaced by Mass Career Customization [MCC] by companies like Deloitte & Touche, SAS (the software company), Ogilvy & Mather, and the law firm of Arnold & Porter. MCC encourages employees, and has set up a system for them to engage in upfront discussions about their careers and their life and work balance. Cathleen Benko, Deloitte's vice chairman, managing principal of talent, and co-author of *Mass Career Customization*, has tested the concept since 2005, and by 2009 expects to enroll all 42,000 employees. The *Trend Letter* forecasts that by 2020 the MCC corporate lattice will replace the corporate ladder, as more employers and employees recognize the value of a phased approach to career planning (p. 1, *Trend Letter*).

The research of James O'Toole in the early 1970s and today has been important to my work. He stresses that companies need to bring careers

back into the organization--not long-term, stable careers but established career practices that facilitate individual growth and development while enabling organizational flexibility and change. For meaningful careers and productivity for organizations, companies need to get back into the career management game! Organizations need to understand the career management challenges of individuals.

There are three fundamental dilemmas which individuals face that are constricting their careers:

- Finding a purpose (self-definition vs. social determination)
- Finding a place (authenticity vs. loyalty)
- Finding a path (agency vs. structure)

The key career management task is to find the synthesis between personal authenticity and loyalty to the organization. Companies can help accomplish this by prioritizing learning and development. As more traditional jobs are taken over by off-shoring computers, robots and other new technology, it will be those skills, which are non-automatable that cannot be *off-peopled*--labeled hyper-human skills, that will be valuable in the future, according to Samson (p.1).

These hyper-jobs are a new kind of work leveraging people's unique, non-computerizable skills and abilities to power the emerging global society. All these jobs may not exist today, but will be invented and reinvented by tomorrow's work force. The emerging hyper-jobs rely on skills beyond the reach of today's (and probably tomorrow's) electronic technology and number crunching. They will be based on five key *aliveness skills* which, according to Samson, are:

- Discovering the *why* of things in science, business, or daily life.
- Creating, innovating and fashioning something new in one's mind.
- Implementing and making the results of creativity real in the world.
- Influencing and interacting with others to mobilize, inspire, direct, or empower.
- Physically interacting with things or the body in mindful ways.

Career success in the future will require shifting our focus away from the list of things electronic intelligence does best and toward the things that only self-aware humans can do. The reality is that typical white-collar jobs are an endangered species. Hyperjobs can only be performed by an entity that is alive and acts alive--conscious and self-aware of that consciousness. If we behave like a robot, we risk being replaced by one! Even surgeons and scrub nurses are examples of those whose work is being assisted by robots. Emerging hyper-jobs do not involve heavy emphasis on automated skills, such as number crunching or structured decision making. They rely on skills beyond the reach of today's and

tomorrow's electronic technology. They are, according to Samson, the *Ahas* of discovery, *why-nots?* of creativity, and the *eureka!* of actualizing new ventures.

Daniel Pink, in *A Whole New Mind: Moving from the Information Age to the Conceptual Age*, strongly advises us to ask ourselves these three questions relating to what I label the *three As* before we make a final career decision:

- Can someone overseas do it cheaper? Asia
- Can a computer do it faster? Automation
- Am I offering something that satisfies the non-material, aesthetic, emotional, and spiritual desires and demands? Abundance

To prepare ourselves for the oncoming Conceptual Age, we must perform work that an overseas knowledge worker cannot do cheaper or that computers cannot do faster, and that satisfies us while providing both meaning and money. This will mark the fault line between who gets ahead and who gets left behind. W. Michael Cox of the Federal Reserve in Dallas, speaking at a Richardson, Texas, Chamber of Commerce meeting, explained that an examination of 10 years of employment data revealed that the largest gains have been in jobs that require *people skills and emotional intelligence*.

Computers are currently in the process of obliterating routine work, but they have heightened the value of the human skills for:

- (1) **expert thinking**--*solving new problems for which there is no routine solution.*
- (2) **complex communication**--*persuading, explaining, and in other ways conveying a particular interpretation of information.* (Pink, p. 233).

The greatest rewards will go to those who move fast. *It is unkind to the slow of foot as it is to the rigid of mind.* (Pink, p. 233 & 234). As Pink explains it, we have moved from a society of farmers to a society of factory workers, and on to a society of knowledge workers. Now we are progressing to *a society of creators and empathizers, of pattern recognizers and meaning workers.* (p. 50)

We moved from an economy built on people's backs to one built on people's left brain to what is currently emerging--an economy and society built more and more on people's right brains. It takes both--*a whole new mind, both hemispheres engaged.* Pink talks of high concept and high touch (p. 54), and stresses that the Master of Fine Arts is now a hot field--the new MBA. For example, in 1993, 61 per cent of McKinsey's recruits had an MBA degree, yet in one decade it is down to 43 per cent. Graphic designers have increased tenfold: they currently outnumber engineers 4 to 1.

We are learning from literature today that the left hemisphere analyzes information, while the right hemisphere is for synthesis--putting elements together in a pattern. *You can break the whole into its components. Or you can weave the components into a whole. Both are essential to human reasoning.* (Pink, p. 22). Both sides of the brain work together. The left handles logic, sequence, literalness and analysis. The right takes care of synthesis, emotional expression, context and the big picture. Leading a happy successful life requires both. People comfortable with logical, sequential, computer-like reasoning tend to become lawyers, accountants or engineers. Those comfortable with holistic, intuitive and non-linear reasoning tend to become inventors, entertainers and counselors. (Pink, p. 25)

In *Five Minds for the Future*, psychologist Howard Gardner stresses that the world of the future will demand capacities that, until now, have been mere options. He asks us if we have begun developing those capacities--in yourself and others. We live in a time of vast change that includes accelerating globalization, mounting quantities of information, the growing hegemony of science and technology and the clash of civilizations. These changes call for new ways of learning and thinking in school, business and the professions. (p. 2) Gardner defines the cognitive abilities that will command a premium in the years ahead:

The Disciplinary Mind--master of major schools of thought (including science, mathematics, and history) and of at least one professional craft.

The Synthesizing Mind--ability to integrate ideas from different disciplines or spheres into a coherent whole and to communicate that integration to others.

The Creating Mind--capacity to uncover and clarify new problems, questions, and phenomena.

The Respectful Mind--awareness of and appreciation for differences among humans.

The Ethical Mind--fulfillment of one's responsibilities as a worker and a citizen.

Armed with these well-honed capacities, a person will be equipped to deal with what is expected in the future--as well as what cannot be anticipated. Without these *minds*, individuals will be at the mercy of forces they cannot understand, which is where many of our adult clients are currently.

From my decades of experience in career consulting, I can quickly verify that there is a growing demand from individuals for workplaces that offer

meaning as well as money. Pink reports (p. 215) that a US survey found *that more than 3 out of 5 adults believe a greater sense of spirituality would improve their own workplace.*

According to Viktor Frankl, *Happiness cannot be pursued; it must ensue.* Related to this is the work of Dr. Martin Seligman, founder of *positive psychology* (www.ippanetwork.org) and author of ***Authentic Happiness***. In the past, psychology focused on disease, disorder and dysfunction and ignored what satisfied and fulfilled people, but this is shifting rapidly. I have joined and plan to participate in this emphasis since it resonates of my work with career clients.

What does not seem to matter much at all, according to the research, is making more money, getting lots of education and living in a pleasant climate. (p. 217, Pink) A calling is done for its own sake--knowing and using one's strengths in service of something bigger than you are. Our work world is moving rapidly into the Age of Innovation. However, the key to career success today is quite different from what we were taught in the past. It is not stability and specialization in one field, but flexibility with expertise, creativity and the ability to cross borders and boundaries, solve problems, meet challenges and work independently, as well as with others.

Clients end up with new and better jobs, but they emanate mostly from them directly. These new jobs are usually not the typical type that one would *look for*, but jobs that fit their need for solving a pressing problem experienced by themselves, and which they are uniquely qualified to solve. To uncover these problems, I continuously ask my clients four critical questions:

- What is a need, now or in the future?
- Do you have the skills to solve this problem now, or can you get them?
- Would you value and get meaning from solving this problem?
- Can you make a living at it?

In summary: Will this give you meaning and money? The purpose you can pursue with passion?

Some of My Representative Career Development Associates Clients

The following clients made highly successful career changes, though not quick or easy and had countless high and low points. I always counsel people that there can be a miserable middle to any significant creative process. Changing careers--finding the purpose one can pursue with passion, while absolutely essential, is not a cake walk.

Engineer: Ph.D. in Physics; worked 29 years for Texas Instruments. He had always had an interest in writing and had written three adven-

ture novels. Became an independent technical writer, then worked at a pharmacy company, where he stayed until his mid 70s. He is currently an extremely healthy and happy math tutor teaching students to excel on the SATs.

Dentist: successful, but work force stress caused heart problems. Interested in performance and writing, he transitioned into teaching at the dental college, earned tenure at age 65 and is still working 10 years later.

Accountant: went to law school, became a partner in a large firm, which he hated. Through contacts at CDA, he became a very successful, cutting edge dot.com entrepreneur, cashed out before the crash, spent three years as a very active social entrepreneur helping inner city children and minority entrepreneurs, is now a highly successful independent film producer, and owner of a number of theatres.

Communication Specialist: downsized from a large company. Loved wine and food, but did not want to be chef. Started a successful company focusing on bringing singles together for fine dining and trips.

MD: strongly disliked the pathology and research focus, returned to school and completed a psychiatric residency. Currently very active in her profession.

Famous International Model: no degree, but a very high science aptitude, determined to focus on brain research and is successfully completing her undergraduate degree with plans to become medical doctor in this field.

PhD in International Marketing: VP at an international telecom, left to become a home builder with the goal of developing and building a community for independent older citizens and is currently certified in energy efficiency.

Soap Salesman with an MBA in International Management; became very successful buying and renovating houses and apartments. Calls himself a *slum landlord* and loved the flexibility.

ATM Repairwoman: limited college training, but extremely intelligent. Returned to nursing school and made straight As.

PhD in Microbiology: worked in a lab for many years, but could not get into medical school earlier. Went back to nursing school and is now an orthopedic nurse.

Caterer's assistant: creative, talented and bright young woman currently in nursing school. Loves it and someday will be writing about health issues.

MD in emergency medicine: has a single minded interest in computers and technology, and has become a tele-medical doctor in a major organization.

Accountant with a masters degree in computer science: thought she wanted to be an MD until I insisted she volunteer in a hospital for a month and then rejected this. Later she was introduced to library science, through her study of medical informatics. Now director of seven community college libraries.

Franchise Owner: Owned several McDonald's franchises. Had no degrees, but has written a handbook on management. Became a major director in a highly successful non-profit.

Salesperson: highly successful in telecommunications, but definitely needed more spirituality and purpose. Became Director of Business Communications for a major hospital foundation.

Commercial Bank VP: bank folded in the real estate crash in the mid 1980s. No jobs available. We discovered he loved to speak and perform. He became extremely successful in Investor Relations.

Investment Banker: after 20 years of financial success, became so stressed he took a six-month sabbatical. Based on his high need for spirituality and social focus, he is now highly successful working directly with the finances of retirees and loves it. He is completing an MBA in Financial Planning and eventually will become a college professor in this field.

Investment Banker: retired from New York, started a consulting firm to work with his son, also an investment banker, who did not like the corporate world.

Project Engineer at Texas Instruments: moved into International Marketing, with the plan to start a video production company at retirement age. He is now extremely successful in this.

Salesperson/Stockbroker: became a highly successful marketing director and later entrepreneur in cell phones and navigation. Excellent teacher, made a video tape *Finding the Best Job For Your Future*, which all my clients watch.

Partner in a major Law Firm: extremely successful and overworked. Resigned and started her own firm, based on her need for flexibility. She is now my lawyer.

Lawyer in a large partner law firm; pushed to develop businessL solved immediate problem, but jumping off the partner track. A decade later he

returned to CDA and is becoming a Episcopal Deacon, and later possibly a priest.

Banker with an MBA: highly trained in public policy started a consulting company to help medical researchers become entrepreneurs and take their products to the marketplace successfully.

Family Lawyer: highly analytical with financial matters and in the focus that least suited his personality, left and started a very successful Investment Company.

In summary, an overview of the changes my clients have made indicates a strong orientation to entrepreneurship, non-profit, and involvement in the necessity for a flexible schedule. I could write volumes of stories of their original career dissatisfaction and what they moved into. We have more than 600 *Pathfinders For the Future* career videos, which are research for clients and others to borrow. These feature clients returning to talk about their new careers to help others in the transition.

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About the author

Helen Harkness, PhD, founded Career Design Associates, Inc. (CDA) in 1978. She is a futurist, consultant, researcher, an experienced speaker, teacher, writer, and a pioneer in the development and implementation of career management programs and resources for organizations and individual clients. Her work integrates her own multidimensional career as a successful entrepreneur, former academic dean/provost, college professor, director of continuing education, and public school teacher.

She wrote and produced a series of eight videotapes, *Careers in Finance* and *Discovering Career Options* with Dr. John Holland. CDA has produced and maintained a library of 600 career tapes available to the public at no charge. Author of *Best Jobs for the Future; The Career Chase; Don't Stop the Career Clock;* and *Capitalizing on Career Chaos*, she explores the myths of contemporary work life that steer careers and organizations off course, and focuses on the new realities and changes to be faced in our worklife in the 21st century.

The Dallas/Fort Worth Chapter, Association of Career Professionals (ACP) International created an annual award: Helen Harkness Professional of the Year Award permanently named for her. She is a member of the World Future Society and coordinates the career counseling at the annual conferences. Also, she is a member of the Association of Professional Futurists, National Speakers Association, International Association of Career Professionals and The Collaborative Law Institute of Texas.

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