

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**
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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 4

SILICON VALLEY and the NEW RULES of WORK

by Gary A. Bolles

People in hi-tech companies are re-inventing how they work. Soon we'll all be working in similar ways. Not many young people are given the opportunity to become career counselors in their early twenties, so it's an understatement to say that I considered myself lucky to be trained in the family business, by the author of *What Color Is Your Parachute?* Back then, in the late 70's, I also was fortunate to know Dick Knowdell as he was kicking off the Career Planning and Adult Development Network, mimeographing copies (back when there were mimeographs) and stuffing envelopes (back when there were envelopes to stuff). After a few years of counseling people in their 40's and 50's who had spent decades in what they thought of as dead-end jobs, it's hard to avoid one takeaway: Do what you love.

What I found I loved was hi-tech. So I moved to Silicon Valley in the early 80's, and from that point worked in a range of roles at companies big and small, including training manager, event producer, head of marketing, chief operating officer, serial (and sometimes) parallel entrepreneur, and strategy consultant. I've had the privilege of collaborating with talented clients at a variety of well-known companies, including Google, Cisco, HP, Yahoo, and Singularity University. And I've learned that Silicon Valley organizations - especially the relatively new breed of Internet companies - are the canaries in the coal mine for new ways to work.

Why Does Hi-Tech Matter?

"*Silicon Valley*" isn't limited to the San Francisco Bay Area: Hi-tech companies are found around the world. And it's not limited to the producers of software and hardware: According to Vinnie Mirchandani, author of *The New Technology Elite*, every company today is a technology company. Silicon Valley businesses are inventing new rules because the people in them are rapidly changing how they work. And it's not just the employees of big companies: Startups, independent workers, and small tech businesses all are following the same rules. And many of those rules are fueled by speed. High-tech businesses have unique challenges. Most start extremely small, then expand at such breakneck speed that the management of that rapid growth becomes its own challenge. As they *scale*, these companies need to continually define many of the things that mature organizations often take for granted, like hiring processes, management policies, and operational disciplines. What kind of management environment is needed to allow a company to double or triple in size in a single year, yet still have any hope of making happy customers? What allows these companies to create and maintain cultures that prize speed, agility, quick decision-making and rapid execution? Many companies have separately devised their own rules. But because of the constant flow of workers between these companies, increasing transparency from posts on public Web sites, and the proliferation of books like Eric Ries' *The Lean Startup* and *How*

Google Works by Eric Schmidt and Jonathan Rosenberg, Valley companies are increasingly using similar approaches to encouraging consistent worker behavior.

It's easy to dismiss descriptions of these fundamental changes in the nature of work as Silicon Valley techno-babble. But I've seen wave after wave of tech-driven disruptive change over the past three decades: For example, after I configured a corporate PC-based email system in 1985, it became clear to me that every single person would soon have access to email, changing the way we work and live. And I believe that many of the ways we will work in the future are being defined today. Job-seekers, career changers, and career counselors and coaches all need to understand these New Rules of Work, and decide what they can learn from these new approaches - even if they don't think they'll ever actually work in a hi-tech company.

Rule #1: Know What You Love to Know

If you had the pleasure of knowing Sidney Fine, the “father of the *Dictionary of Occupational Titles*,” you're one of the lucky ones. Sidney wasn't just a brilliant researcher and theorizer: He was also one of the sweetest people to walk the planet. And he offered a fundamental insight: As we all know from our career counseling history, Sidney defined three categories of skills: Special Knowledges (or Work Content); Transferable (or Functional) Skills, and Self-Management skills (often thought of as Traits).

As preparation for work in a variety of fields, our schools and colleges are designed primarily to develop our Special Knowledges, with the assumption that much of the information we harvest will still be useful to us later on. Get your degree, and the big chunk of learning in your life will be over. And, in the past, this was somewhat true: Many traditional organizations prized Special Knowledges over the other two kinds of skills. For many professions, the more information we had crammed into our heads, the more valuable we were seen by employers in our field.

But for many roles in Silicon Valley companies, the emphasis is shifting from what we already know, to what we can know, in a short period of time. In a Valley company, you are judged less on the knowledge you have at any particular moment, than on your ability to go find (or create) an answer quickly.

In Silicon Valley companies, the emphasis is shifting from what we already know, to what we can know. How does this technology-enabled world change what we need to know? Take something as seemingly mundane as car repair. In the past, a mechanic would need to learn the layouts of a wide range of engines, and understand how to dismantle and repair every one of them. But the mechanic of the future will wear something very much like Google Glass - a computer melded into a pair of goggles - and that computer will instantly recognize the engine being repaired, and walk the mechanic through repair steps, making suggestions if an error is made. Of course, our antiquated, industrial-age educational systems are still designed to stuff information into our heads. But just as kids today are allowed to use calculators in math class, tomorrow they'll be allowed to use their Internet-connected cellphones to answer rote questions on tests. In a world where so much information can be sourced online, then, what's the role of Special Knowledges? There are two core attributes: To focus our attention, and to provide an anchor for the core part of our work at any given point.

Focus Our Attention: The first underlying importance of special knowledges is the set of topics that fascinate us. As new specialties arrive with changing technologies and work environments, the more aware we are of the subjects that fascinate us, the more pro-active we can be to find and create work opportunities that allow us to continue to pursue the topics we're passionate about. That relentless hunger not also increases the likelihood that we'll want to learn more about a field, it makes it far more certain that we will be able to learn about it more quickly than if we could care less about a subject. And Silicon Valley companies want people who are so passionate, they believe they can change the world. *"Pursue something so important that even if you fail, the world is better off with you having tried,"* says Tim O'Reilly, founder of O'Reilly Media, one of the most influential Silicon Valley publishers. Having one or more areas in which we're *deep* also serves to show that we're committed to mastering something, which demonstrates to an employer that we can indeed focus. In his book *Outliers*, Malcolm Gladwell famously suggests that 10,000 hours of *"deliberate practice"* in a subject is generally required for mastery. But it turns out that not only is such a time commitment not necessarily needed (or guaranteed), the increasing amount of information and the number of tools provided by technology has the potential to shorten the amount of time needed to achieve depth in many fields. *"Pursue something so important that even if you fail, the world is better off with you having tried."* - Tim O'Reilly, O'Reilly Media

Provide an Anchor for Our Current Work: We tend to be fascinated by a core area of interest that serves as an *anchor* for the work we're currently doing. Silicon Valley workers tend to be deeply knowledgeable in one or more areas, but generalists in many other areas. Tim Brown, the co-CEO of Silicon Valley design firm IDEO, calls these *"T Skills"* or *"T shaped people"* - those who are both deep (in special knowledge of a particular field) and broad (with the curiosity and learning capacity of a generalist), such as an accountant who understands sales business processes, or an IT specialist who knows the broad range of customer relationship activities.

T Skills

This kind of *"depth and breadth"* allows workers to maintain their depth of expertise in a specific area, while gaining a greater understanding of how their area of knowledge intersects with others. These *intersections*--such as a deep knowledge of social media, paired with a general understanding of, say, the developmental processes of young people--will increasingly provide new opportunity for workers. One exceptional example of T skills in action is Google's policy of *"20 per cent time."* Most employees are encouraged to find a *"passion project"* they can spend up to a day a week on - either an existing project or product, or a new initiative that fascinates them. This allows workers to continually find something outside their day job (a field in which we'll assume they're *deep*), to they can pursue a new interest (possibly outside their current field, or *broad*). This practice not only brings fresh ideas: It allows workers to *self-optimize* - finding the best ways possible to make great products and happy customers, rather than requiring a manager to tell them what work they should be doing. And, of course, it keeps ideas (and employees) inside the company that might have gone outside the organization to create a startup.

Rule #2: Know What You Love to Do

"You've got to figure out something you really love to do," says Dean Kamen, creator of inventions such as the Segway. *"And you've got to get good enough at something you love to do that*

you do it so well, that people will pay you to do it.” If Silicon Valley companies aren’t necessarily requiring workers to be deeply knowledgeable in an existing field, there must be greater emphasis on other skills - and in fact, for many roles, Silicon Valley companies value transferable and self-management skills over traditional credentials.

As Dick Bolles so accurately says, traditional employers try to predict future employee success by looking at their work histories - essentially trying to read the tea leaves of past activity. But as we all know, a resume is simply a piece of paper (or, today, a bundle of bits), and what really matters is what a person can accomplish. So hi-tech companies function as meritocracies: What matters is your ability to rapidly demonstrate what you can do. But an increased focus on self-management and transferable skills doesn’t mean you shouldn’t immerse yourself in a field and work to a level of mastery: Far from it. It’s critical to have one or more areas that interest you so much, you’re passionate about learning the most you possibly can. (This also demonstrates that you have the ability to focus and to dive deeply into a subject.)

This increased focus on transferable and self-management skills is good news for career changers, since companies are far more likely to consider people with non-traditional backgrounds. But it requires workers to be deeply knowledgeable about their own abilities, to seek out the kinds of working situations where they can be productive. Think of it this way: The needs of people are constantly changing, as are the needs of the organization. If people self-optimize, they will be continually developing new skills, and continually focusing on new projects that contribute to the company. Conceptually, it looks something like this: By having the current workforce of the company (1) focus on new things needed by the organization, existing employees not only reduce the need for future hires (C), they keep their skills current - and keep their own job satisfaction high.

Rule #3: Know Your Own Values - and the Organization’s

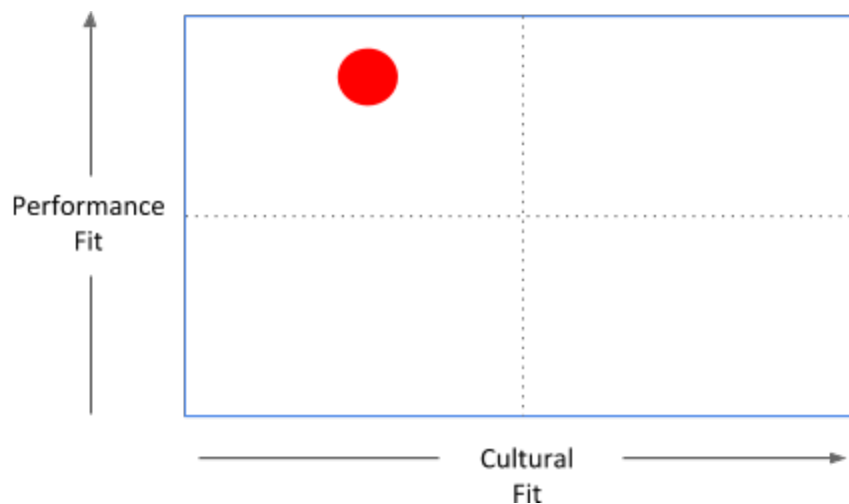
If values are beliefs put into action, then many Silicon Valley businesses have codified their beliefs, and told the world what they value - so that people with similar values will *self-select* by applying to work at companies they feel are a match. For the most part these aren’t the traditional top-down, command-and-control HR policies of traditional companies. In most cases, these New Rules are suggested by founders and honed by employees.

New Rules are often arrived at by first being put into practice, and then iterated repeatedly. (Each new practice may not even be written down, or enforced in a traditional manner: As Bill Murray says in *Ghostbusters*, “*Actually, it’s more of a guideline than a rule.*”) But that doesn’t mean their cultural guidelines are hidden: An increasing number of hi-tech companies actually post information about their cultures online, publicly, for all to see. Netflix in 2009 published a ***Culture Book*** presentation, which has been viewed over nine million times on SlideShare. LinkedIn offers its “*cultural tenets*” online. Hubspot, a popular developer of marketing and sales software, calls its Culture Code “*...the operating system that powers our organization.*” Valve Software, publisher of popular video games on the Steam platform, provides perhaps the most complete description of any company’s cultural guidelines, posting their entire HR manual online. Valve’s ***Handbook for New Employees*** is a case study in transparency, describing what it takes to be successful at the organization. Though each company’s specific set of values is unique, you’ll

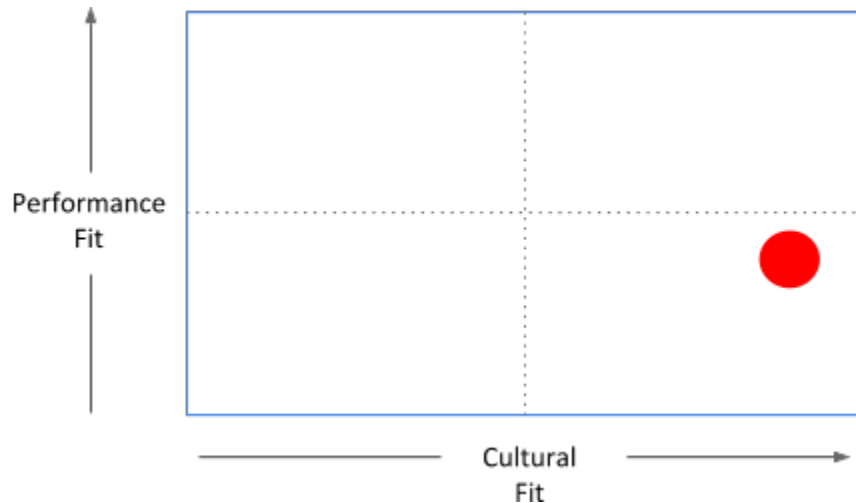
see a variety of recurring traits. LinkedIn’s tenets are “Transformation, Integrity, Collaboration, Humor, and Results.” The “behaviors” list of Netflix includes “Judgment, Communication, Impact, Curiosity, Innovation, Courage, Passion, Honesty, and Selflessness.” Hubspot’s Culture Code lists characteristics like “Transparent, Autonomy, and Mastery.” These companies have determined their overall purpose, established a set of goals (which they iterate relentlessly), and explicitly defined their values - and so should any worker. If a job changer doesn’t do this homework, they can’t possibly know if an organization is a match for them. Of course, not every hi-tech company has the same rules, or even the same culture. How can someone learn about the ways that different hi-tech organizations work? One of the best resources is GlassDoor.com, which posts the musings of former and current employees from many companies. Like all social media, it’s important to take any individual post with a large grain of kosher salt. But patterns will start to emerge from a series of posts on any particular organization, and that should give a good feel about how a variety of people view the company’s culture.

Cultural Fit Vs. Performance Fit

Though there are many dimensions to view the priorities of hiring strategists in organizations, two of the most important aspects are “performance fit” and “cultural fit.” The traditional hiring approach was biased toward performance, with a strong focus on direct experience in exactly the activities to be performed in the new job. There was typically far less focus on trying to determine if someone matched the company’s culture: If a worker had performed similar work in the past, they were considered a good fit.



But in a fast-paced environment where everything changes rapidly - customer needs, technology, products, competition - it’s often impossible to find direct experience of any length. How many candidates, for example, could possibly have ten years’ experience guiding social media marketing campaigns to millennials? If the traditional anchor of experience is taken away, hiring practices instead need to focus more on cultural fit - and that means a combination of transferable and self-management skills. As hi-tech companies find it more and more difficult to locate people to hire for critical roles, they inevitably have to shift toward hiring people for a general profile, rather than for deep knowledge or long-time experience in a specific role.



Of course, no company would completely ignore a worker’s Special Knowledges, and in fact for many fields there are still large bodies of knowledge that are critical for many jobs. But hiring for cultural fit, as well as performance, means that companies have to clearly define what their culture is, and isn’t - and what happens if you don’t hire appropriately. (For example, Netflix defines people who are high performance fit, but low cultural fit, as “brilliant jerks.”) I first learned about the distinction between performance and culture in 1995 from Pat Lencioni, author of *Five Temptations of a CEO* and *Five Dysfunctions of a Team*, when he was the head of organizational development for Sybase, a Silicon Valley database software company. In the past, when jobs lasted longer, and training requirements changed more slowly, employers were more able to find the skills and experience they needed, so the traditional hiring mentality was biased toward performance. This typically put career-changers at a disadvantage, since they had to build persuasive arguments focused on their transferable skills, rather than their deep knowledge of the new job. Even back in the mid-90’s, Pat argued that companies spent far too little time talking with new hires for cultural fit, and so ended up with the culture they got - rather than the culture they planned for. This shift is especially valuable for career changers: If a worker has done their homework, and they know the kind of corporate culture they can thrive in, they’re much more likely to get hired there.

Rule #4: Know Your Tribe

This shift toward an increased focus on cultural fit means that Silicon Valley companies have to clearly define the specific kinds of people they want in the organization. By continually focusing on the kinds of employees they want to have, Silicon Valley companies ensure that they’re hiring workers who will be compatible with each other.

In the same way, the need for a worker to know the kinds of people they most enjoy being with takes on a greater meaning in a hi-tech company. Having co-workers who are all passionate about their work means that workers are around each other for long periods of time. If the people environment isn’t a match, workers are far more likely to be dissatisfied with their jobs.

In the Valley, people matter for another important reason. Before the Internet, your network was only as good as your memory or your index-card Rolodex. Leveraging *bridge people*, as Dick Bolles calls them, to find out about fields, organizations, and people depended on how many people you could remember, and what you remembered about them and their contacts. People

who marked off the charts for “*Extrovert*” in the Myers-Briggs Type Indicator, or for “*Social*” in the Strong-Campbell Interest Inventory, were usually the most successful networkers: Everyone else had to struggle along as best they could. But today, far more information is available on sites like LinkedIn and Facebook than any single person could ever have maintained, and the connections between those you know and those you’d like to know are usually visible at the click of a mouse.

That’s also true for employers who are looking for workers. While Silicon Valley companies still use recruiters, they’re increasingly using their current employees to find future employees. A raft of hi-tech companies provide software that other companies can use to encourage and compensate employees for recommending new hires. If a seeker wants to optimize their chances of being recommended for a job, the people they know are more important in their work than ever before.

Rule #5: Take Responsibility Like an Entrepreneur

The Silicon Valley mythos encourages people to start companies. But though everyone can learn valuable lessons from being an entrepreneur, starting a full-blown company isn’t for everyone. What everyone can benefit from is thinking and acting like an entrepreneur, even in a large organization (which some call “intrapreneuring”). So what do entrepreneurs do?

They take calculated risks. It’s easy to think that entrepreneurs simply are risk junkies, looking for every opportunity to generate an adrenaline rush by pushing things to the edge. But the best entrepreneurs actually take calculated risks, weighing options and following the course they believe is the most likely to bring success. They also take a lot of smaller risks, learning and adjusting at each step. For example, rather than writing full business plans, startup incubators such as Y Combinator and 500 Startups encourage entrepreneurs to start off with a hypothesis about what customers need, then develop the most minimal product possible to test out that hypothesis. Workers need to think of the same kinds of decisions in their own careers: If they’re thinking about doing something new, how can they take the smallest risk possible, quickly, to determine if it’s the right path?

They act proactively, rather than reactively. People who think in an entrepreneurial way will do things in advance of a problem - and gather input on an ongoing basis. They try to move proactively, before problems grow. For example, Netflix’s *Culture Manual* states: “*You should periodically ask your manager: ‘If I told you I were leaving, how hard would you work to change my mind?’*” If the answer is, “*Not much,*” then a worker may not be working in the right job, or the right company. Shouldn’t everyone be asking this question on a regular basis - of their managers or their clients?

They inspire, rather than deliver orders. Because humans aren’t robots, they’re often messy: Messy in work habits, messy in communication, and messy in group dynamics. To counter all of that human-generated messiness, traditional corporations try to apply hierarchical order: We call this Management. But the very concept of management assumes that some people in the organization know what should be done - and others don’t, so they have to be told. So while Silicon Valley companies often have managers, they do much of their work by inspiring people to solve

problems, and by removing roadblocks so people can do their jobs, rather than directing every step an employee should take. “If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders,” said author Antoine de Saint-Exupéry. “Instead, teach them to yearn for the vast and endless sea.”

Some hi-tech companies take this avoidance of traditional management infrastructure to a radical degree. At Valve Software, there are no managers, and no job titles. Instead, employees collectively and continually work together to determine what provides value to customers and to the organization. Some employees serve in coordinating roles, but they aren't called managers, so they don't wield what would traditionally be called *positional power*. And roles change as projects change, so employees continually have the opportunity to do new kinds of work over time. At Valve Software, there are no managers, and no job titles.

Other companies let employees make decisions that were once handled by personnel policies. For example, a growing list of hi-tech companies, including Twitter and Evernote, not only allow employees to determine their own vacation schedule - they also determine how much vacation they want to take. This removes the often-painful process of allocating a certain number of weeks each year for time off - and then effectively taking that time away by encouraging people to work so hard, it becomes a cultural no-no to walk away from the job for any period of time.

Theoretically, giving employees this kind of freedom should mean some people would simply never work. But that would mean the company had hired people who would do that sort of thing - which would mean a fundamental failure to establish the right culture in the first place. If you hire for cultural fit, people will be far less likely to do something counter to the organization's culture.

They iterate and optimize, rather than plan and execute. In an earlier time, even hi-tech companies had long product development cycles: From initial idea to shipping product might take years. But today's startups avoid extensive plans followed by drawn-out project execution periods. Instead, they rapidly prototype a product or service, quickly get customer feedback, then *optimize* based on that feedback. An early slogan of Microsoft was "*Shipping is a feature*" --that is, getting a product out the door was itself an important deliverable. Today, Silicon Valley workers avoid trying to initially perfect a product or service: They iterate relentlessly, and perpetually.

This widespread lack of explicit structure has its downside for some. If nobody is ordering people what to do on a daily basis, workers have to figure out for themselves what the “right” path is. The loose guidelines of a hi-tech company can create a highly ambiguous work environment, which can be stressful for some people. But that simply creates another characteristic for companies to recruit for. "We look for people who are comfortable with ambiguity, because we're a chaotic and messy environment," says Laszlo Bock, Google's SVP of People Operations, and author of *Work Rules!*, an upcoming book on the company's HR practices.

You Might Be Working Full Time, But You Might Not Have a Full Time Job.

Because the *lifetime employment* contract between most employers and workers is effectively gone, upper management of many companies no longer feel the obligation to nurture employees

for their entire working lives. In fact, even Silicon Valley companies do their best to only hire people when they're in dire need, and use contract workers wherever possible.

About 17.7 million workers are non-permanent - and 7.5 million of those workers wished they were working full time. Even higher education isn't immune from this trend: Fully 70 per cent of instructors in America's two- and four-year colleges are *adjunct faculty*--which means part-time teachers who don't qualify for tenure. Back in 2000, author Dan Pink famously called this a Free Agent Nation. Today, some call it a gig economy.

The good news is that there are far more entry points into a range of fields of work than ever before. It used to take years of training to become a journalist; today, anyone can start their own blog, and have the potential to find an audience. Driving for Lyft or doing contract work on Odesk allows even young people to get early work experience with virtually no initial training, and to start building a reputation. Working several part-time jobs allows young people to sample a variety of work to see where their passions are strongest.

The challenge for independent workers is that a gig economy provides little stability or guarantee of future employment. It also means that employers are often in the driver's seat, able to command the lowest possible pay for any given work. The most challenging example is TaskRabbit, which allows independent contractors to bid for the lowest possible cost for an activity, such as picking up someone's prescription at a drugstore - which could lead to a TaskRabbit Economy.

As companies provide compensation for just the skills they need - and no more than that - workers will inevitably make less money, unless they cultivate rare skills at the higher end of the compensation range. Working on a contract basis for minimal-training tasks like driving a car can also give a young person the illusion that they're *mastering* a job, rather than receiving the in-depth training they need to become really good at it.

For those who like flexibility, and who can adapt to lower pay, it's a land of opportunity. For those who need better pay and stability, it increases the need for a worker to be as entrepreneurial as possible, and to work hard at creating job opportunities that use their best-loved - and most-developed - skills.

Rule 6: The Work Environment Is a Life Environment

Lavish employee cafeterias. Onsite nurseries. Dry-cleaning services. Nap zones. Take-home dinners. Housekeeping services. To attract employees in a competitive hiring environment, the famously-generous employee benefits of companies like Facebook and Google have spawned an industry-wide competition to provide the best working conditions. Knowing the conditions under which a worker does their best work has always been an important aspect of career self-knowledge. But because Silicon Valley companies use data to determine the kinds of perquisites they believe will make people the most productive and happy, hi-tech businesses are providing increasingly-better working conditions. But there are two key tradeoffs: Seemingly-unlimited perks can create spoiled workers who become heavily reliant on their lattes and yoga classes. And workers will inevitably spend an increasing amount of their lives in the work environment - which is one of the intended effects of providing great working conditions in the first place.

In this perk-laden world, workers still need to be aware of the working conditions that make them the most happy and productive. But in hi-tech companies that iterate relentlessly based on the data they gather, employees will need to ask for improved working conditions less often. So long as they work at profitable companies, improved working conditions will simply happen - because it's proven to contribute to profitability.

Rule 7: Geography Doesn't Matter. Except When It Does.

Technology enables an increasing percentage of work activities to be performed from anywhere. For example, Google employees rarely engage in conference calls: Instead, they use the company's Web-based Hangout software to hold video-conference meetings. That's just one of the many technologies that theoretically enable workers to engage remotely, without the tyranny of regular office hours.

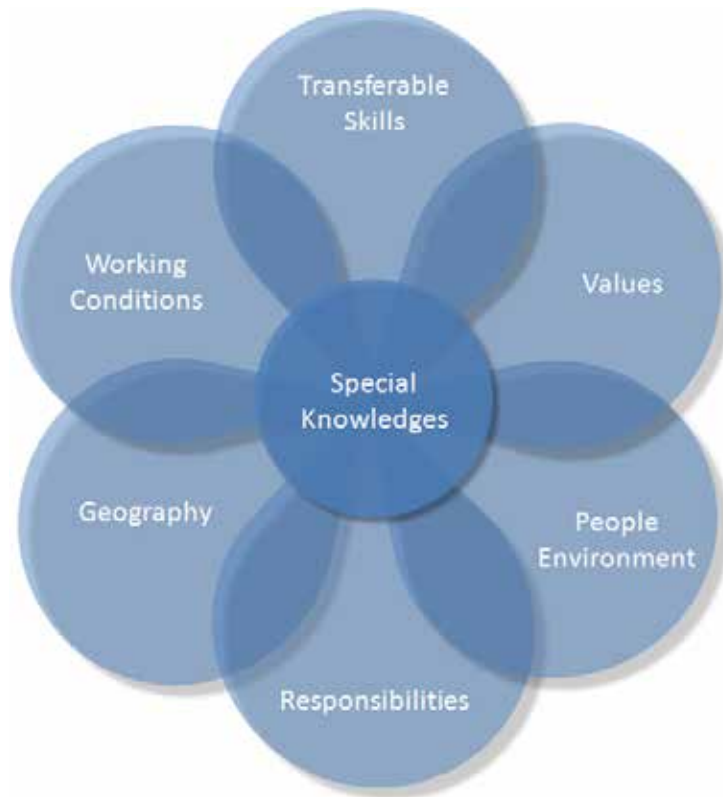
But though hi-tech workers often receive a tremendous amount of flexibility to decide when and where they can best get their work done, many Silicon Valley companies strongly encourage employees to work in the same geographical location. For example, Yahoo CEO Marissa Mayer famously created a New Rule to require employees to stop working from home. Why this seeming dichotomy, when technology provides location independence?

The answer is in human nature: We tend to build stronger bonds with the people we see in person. In hi-tech companies, workers dynamically bind together on new projects, hit their deliverables, then go on to the next project. Those collaborative relationships may work fine if workers are distant from each other, but hi-tech companies like Google point to statistics showing greater productivity when workers are co-resident.

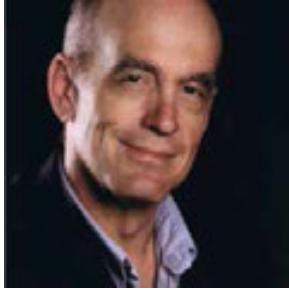
That impetus for in-person interaction means that many hi-tech companies continue to build massive campuses to keep their employees close to each other. And it explains why Silicon Valley itself continues to be a hub for startups and older tech companies alike: It's where the trained workers are. But there's good news for workers who want to live outside the Silicon Valley *bubble*: As hi-tech companies grow, they're forced to look further and further afield for new employees - which means growing offices in locales all around the world.

The New Rules of Work: Flowering Possibilities

By now you may have wondered if these seven rules actually reflect the seven petals of the Flower from *What Color Is Your Parachute?* And, of course, you'd be right. It turns out that even in the fast-paced world of Silicon Valley, the elements of the Flower remain the core components of career decision-making: What's tried and true is also new.



What's changed is the emphasis that hi-tech companies place on these attributes, and the way in which we leverage these components for our own ability to thrive in a work environment. It's important to recognize that there is a dark side to the New Rules. Not everyone is prepared to operate in such a fast-paced world. Many workers are likely to prefer stability and reliability over constant change and frequent uncertainty. But as technology comes to infuse more and more jobs - and as employers push relentlessly for increased productivity - these will increasingly become the common characteristics of a large percentage of companies, and the jobs in them. Adapting may increasingly become more of a requirement than an option. Counselors will need to assist employed workers to learn the changing rules for new work environments, and to prepare them for the need to continually update their understanding of their own unique attributes, on an ongoing basis. They'll need to encourage workers to adopt a "Three Boxes" mentality, infusing life-long learning into their career planning processes. And they'll need to help workers understand the New Rules on an ongoing basis - because it's certain that the Rules themselves will continue to change.



About the author

Gary A. Bolles is the co-founder of eParachute, Inc., a San Francisco Bay Area-based startup focused on helping job-hunters and career changers, inspired by the best-selling career book of all time, *What Color Is Your Parachute?* eParachute's first online application, Jump, helps young people generate ideas for areas of study and work. eParachute also licenses custom versions of its software to organizations such as AARP. Gary Bolles lectures regularly on the future of work and education, and publishes his writings on Medium.com. He has also produced a variety of conferences and strategic events. He was the co-producer of DGREE.org, a 2010 conference focused on the future of higher education, and is co-founder of SoCap, SocialCapitalMarketsnet, the premier gathering for impact entrepreneurs and investors. He has served as consulting producer for numerous strategic events for clients such as Google, Yahoo!, TED, Guggenheim Museum, L'Oreal, and the London Business School. Formerly, he was also the editorial director of technology publications such as *Yahoo! Internet Life*, *Inter@ctive Week*, and *Network Computing*, as well as the on-screen host of TechTV's *Working the Web*.

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