

PARADIGM SHIFT:

TRANSITIONS IN CAREER SERVICES

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A NEW ECONOMIC PARADIGM

- **STRUCTURE**
- **WORKPLACE**
- **CONSUMER**

**CHANGING STRUCTURE OF THE ECONOMY
CHANGE IS THE ONLY CONSTANT**

- **NON-LINEAR: THE WEB**
- **BOUNDARYLESS**
- **REDISTRIBUTION AND STRIPPING OUT
LABOR
WAGES**
- **COMPETITION FOR JOBS**

REVOLUTIONARY WORKPLACE

- **FLEXIBILITY/CREATIVITY X LONGEVITY/LOYALTY**
- **ENHANCE INFORMATION FLOW X CONTROL
INFORMATION FLOW**
- **BREADTH OF KNOWLEDGE X FOCUS ON TECHNICAL
SPECIALTY**
- **CONSTANT FEEDBACK X LIMITED FEEDBACK**
- **LIMITED ADVANCEMENT X ADVANCEMENT FUNCTION
OF TENURE**
- **COMPENSATION (SMALL BASE + INCENTIVES +
KNOWLEDGE) X COMPENSATION ANNUAL INCREASE**
- **RECOGNITION BASED ON PERFORMANCE X STATUS
BASED ON LONGEVITY**
- **EMPLOYEE-SELF CONTROL X MANAGERIAL CONTROL**
- **TEAM MEMBERSHIP/PEER PRESSURE X INDIVIDUAL
TASKS**
- **UNEMPLOYMENT WELCOMED X UNEMPLOYMENT
FEARED**

CONSUMER EXPECTATIONS SERVICE ONLY GAME IN TOWN

- **HIGH QUALITY WITH ZERO DEFECTS**
- **VARIETY**
- **CUSTOMIZATION (FIT THE INDIVIDUAL)**
- **CONVENIENCE (WHEN I NEED IT!)**
- **SPEED (JUST IN TIME LEARNING)**

GENERATIONS AT WORK

	1930'S-1940'S	1960'S	1990'S
Key Event	Depression & World War II	JFK, Civil Rights, Vietnam	Challenger, Economic Restructuring
Technology	Manufacturing	Automation	Information/ Computing
Career	Job	Vertical	Multiple
Women	Home	Emerging	Core Resource
Minorities	Hidden	Emerging	Core Resource
Corporation	Paternal/Emerging	Dominating	Downsizing/Network
HS Diploma	Attainment	Common	Certificate
College	Rare	Aspiration	Necessity

Source: K.C. Green, USC

LABOR MARKET EXCHANGE

- **ADVOCATES**
- **MATCHING**
- **SELF-MANAGED**

LABOR MARKET ROAD MAP

- **POORLY DEFINED**
- **ISLANDS OF INFORMATION (NO BRIDGES)**
- **ENTREPRENEURIAL NAVIGATING**

STEPPING OUT OF BOXES:

- **CLIENTS**
- **PARTNERSHIPS**
- **LANGUAGE**
- **DATA MANIPULATOR**
- **TEAM**

HOME OWNERSHIP RATES BY AGE OF HOUSEHOLD HEAD

	1973	1990	CHANGE
< AGE 25	23%	15%	-8%
25-34	51%	44%	-7%
35-44	71%	67%	-4%
45-64	76%	78%	+2%
> 65	70%	76%	+6%

Source: Joint Center for Housing Studies, Harvard University

13ERS MAY OR MAY NOT BE A "BAD" GENERATION, BUT WHAT IS NOT DEBATABLE IS THAT THEIR CONDITION IS BAD.

HOWE AND STRAUSS, 13TH GEN

IT'S A PHILOSOPHY OF REJECTION ... CALL IT LAZINESS, IF YOU WANT. I'M SURE THAT'S WHAT TIME WOULD CALL IT, IF IT HASN'T ALREADY. OR MISGUIDED, CONFUSED, DIRECTIONLESS, WITHOUT AMBITION. I'M SURE THAT'S WHAT OUR PARENTS THINK - AND MAYBE THAT'S HOW IT LOOKS, FROM THE OUTSIDE.

JIM GREER, SPIN MAGAZINE

A STORY OF BROKEN PROMISES

"ALL I HAVE TO DO IS DREAM" - EVERLY BROTHERS

- **COLLEGE COSTS WILL BE LOW**
-SINCE 1979 UP 10% ANNUALLY - TWICE INFLATION RATE
-APPROXIMATELY \$50/HR PLUS INTEREST FOR CLASS TIME
- **HOUSING WILL BE CHEAP**
-IN 1970-74 MARRIED COUPLES UNDER 30, COST OF HOME OWNERSHIP 12% AFTER TAX FAMILY INCOME
-IN 1990 - IN SPITE OF DUAL CAREER COUPLES, HOME OWNERSHIP 29% OF FAMILY INCOME

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-IN 1990 - IN SPITE OF DUAL CAREER COUPLES, HOME OWNERSHIP 29% OF FAMILY INCOME
- **INCOMES WILL INCREASE**
-SINCE 1979 INFLATION ADJUSTED INCOME FOR ALL MEN HAS DROPPED 20%
-EVERY GROUP [WHITES, BLACKS, MEN, WOMEN, COLLEGE GRADS] LOST GROUND TO INFLATION
-THE ONLY PERSON (DEMOGRAPHICALLY) TO OUT-EARN A COMPARABLE BOOMER AT AGE 29 -- SINGLE COLLEGE EDUCATED WOMEN
-INTRODUCE A TWO-TIER WAGE LADDER
- **JOBS PLENTIFUL**
-DURING BUSH YEARS - THE ONLY CYCLICAL DOWNTURN IN BUSINESS CYCLE HISTORY WHERE NET JOB LOSS LANDED ON THOSE UNDER 30
-JOBS AVAILABLE TEMPORARY, SHORT-TERM, AND INCREASINGLY CONTRACT

THE US ECONOMY AS SEEN BY UNDERGRADUATES

- FORTUNE 500 EMPLOYMENT DOWN 12 PCT. BETWEEN 1986 AND 1991.
- GM CLOSINGS, CUT 75,000 AND 21 PLANTS FROM 1992-95.
- GE EMPLOYEES DOWN BY ONE-THIRD OVER THE 1980S.
- IBM DROPS 75,000 EMPLOYEES BETWEEN 1985 AND 1992; MORE LAY-OFFS AND EARLY RETIREMENTS PLANNED IN 1993-94.
- BANKING INDUSTRY CUTS 100,000 JOBS IN 1992. NEW ENGLAND'S LARGEST BANK CUTS 5,000 JOBS IN 1994.
- ONE-THIRD OF CALIFORNIA AEROSPACE JOBS DISAPPEAR BETWEEN 1986 AND 1993; MORE LOSSES STILL ANTICIPATED.
- THOUSANDS OF WALL STREET JOBS CUT BETWEEN 1988 AND 1993.
- SEARS ELIMINATES OVER 41,000 JOBS IN 1991 AND 1992.

STRENGTHS (PARTICLE MAN)

- SURVIVALISTS
NICHE FINDERS: COMPUTERS,
TELECOMMUNICATION, POP CULTURE
- FIXERS - "JUST DO IT" ENTREPRENEURS
SPEED
ACTION OVER TALK
INVISIBILITY
RESULTS OVER PROCESS
- RISK-TAKERS
FOLLOWERS OF THE MARKET
FORGET THE RULES
- WORK HARD NOT WORKAHOLICS
CHUTES AND (NO) LADDERS X MONOPOLY
- DO SOMETHING THAT MATTERS
LITTLE "C": LOCAL - SIMPLE
LONE RANGER

**ALREADY KNOW THAT THE OVER 30 CROWD CARES MORE ABOUT
WHAT GETS SAID THAN ABOUT WHAT GETS DONE
HOWE & STRAUSS, 13TH GEN**

**"ONLY WAY TO ADVANCE IS TO FIX A PROBLEM NO ONE HAS YET
FOUND, TO DO A JOB NO ONE HAS YET NAMED."**

**I DON'T SEE MYSELF INFLUENCING A POLITICAL ELECTION. I FEEL
SO REMOVED FROM IT. BUT WHEN I GO INTO A NEIGHBORHOOD
AND WORK WITH A CHILD, I CAN SEE AN IMPROVEMENT. I'VE
DONE SOMETHING**

**CLARE EPSTEIN, UNIV OF PENNSYLVANIA
SOPHOMORE**

**WE'RE NOT TRYING TO CHANGE THINGS. WE'RE TRYING TO FIX
THINGS. WE ARE THE GENERATION THAT IS GOING TO RENOVATE
AMERICA WE ARE GOING TO BE ITS CARPENTERS AND JANITORS.**

ANNE MCCORD, PORTLAND OR

**SHE KNOWS HER EDUCATION WAS A JOKE, AND THAT THERE'S A
LOT SHE DOESN'T KNOW BUT SHOULD. BUT SHE KNOWS WHERE TO
LEARN IT IF SHE MUST, WHAT THAT KNOWLEDGE COSTS, AND
WHETHER IT'S WORTH THE PRICE.**

HOWE AND STRAUSS, 13TH GEN

LITTLE C'S AND BIG C'S

- **GREGORY WATSON**
- **WENDY KOPP**
- **VANESSA KIRSCH**
- **OWEN BYRD**
- **MARIE-LOUISE RAMSDALE**
- **JOE COWAN**
- **ROB NELSON**

STRENGTHS (CONTINUED)

- **DIVERSE**
OVERLOADED SENSES (PULL OUT IDEAS NEVER HAD)
FRAGMENTED
NOT RACIST BUT RACE RELATIONS PROBLEM
FOCUS ON EQUALITY OF OPPORTUNITY NOT
EQUALITY OF RESULTS
- **FLEXIBLE - LOCAL SOLUTIONS**

PERHAPS THE CRUELEST JOKE PLAYED ON OUR GENERATION IS THE GENERAL BELIEF THAT IF YOU WENT TO COLLEGE, YOU'LL GET A JOB AND BE UPWARDLY MOBILE

STEVE GIBB, TWENTY SOMETHING

INCREASING NUMBERS OF PRIVATE SECTOR COMPANIES ARE DISCOVERING THE EFFICIENCY OF HIRING BRIGHT UNDERGRADUATES OR RECENT GRADUATES AND PAYING THEM NEXT TO NOTHING.

WASHINGTON MAGAZINE

I DON'T MEAN TO BRAG WHEN I TELL YOU MY SCHEDULE: IN ADDITION TO CARRYING A FULL LOAD OF CLASSES, I HAD TWO JOBS THAT ADDED UP TO FULL-TIME WORK. DURING THE WEEK, I WENT TO SCHOOL (11 am to 8 pm) TWO DAYS AND TO WORK AT ONE JOB (8 am to 7 pm) ON THE OTHER THREE. ON SUNDAYS I WORKED AT MY SECOND JOB (4 pm to 12:20 am). SOMETIMES I WONDER IF I GOT AN EARLY LOOK AT WHAT "REAL LIFE" IS GOING TO BE LIKE....

SHARYN WIZDA, GEORGE WASHINGTON UNIVERSITY, 1991

WHAT WENT WRONG?

- **DISINTEGRATING FAMILIES**
- **TARNISHED SCHOOLS**
SKILLS DON'T MATCH LABOR MARKET CONDITIONS
- **NEGATIVE AND DISTRUSTFUL MEDIA**
- **NATIONAL POLICY**
 - TILT AWAY FROM YOUNG TO OLD
 - ✓INCOME TAX ON BILLION-DOLLAR INVESTMENTS HELD DOWN WHILE FICA TAX RATES GO UP
 - ✓UNEMPLOYMENT BENEFITS EXTENDED FOR HOUSEHOLDS RECEIVING CHECKS, BUT NOTHING FOR YOUNG THAT CAN'T QUALIFY
 - ✓SENIORS GET SEVERAL LAYERS OF HEALTH INSURANCE WHILE MORE THAN 25% OF THOSE UNDER 30 HAVE NO INSURANCE
 - ✓SYSTEM (UNIONS, eg) BENEFIT CURRENT OVER FUTURE WORKERS

WHAT EVENTS CRITICAL TO 13ERS?

- **CHALLENGER** **1ST SHARED TRAGEDY,
SHARED IDEALISM/SENSE OF
SAFETY, SOMETHING WRONG:
GOV'T - BIG BUSINESS**
- **COLD WAR** **REDUCED ANXIETY OVER
WORLD DESTRUCTION,
CONTINUED FRAGMENTATION**
- **PERSIAN
GULF WAR** **WE'RE NUMBER 1!
NOT DONE RIGHT/INCOMPETENT
POLITICIANS**
- **AID'S** **TIRED, ANGRY, ACT AS IF
NOT THERE**
- **RODNEY KING** **POLAR OPINIONS (VERDICT
AND VIOLENCE), LOST
CONFIDENCE IN PEOPLE,
JUDICIAL SYSTEM, CIVIL RIGHTS**
- **INTRACTABLE
PROBLEMS** **CRIME (SAFETY), JOBS,
GOVERNMENT (MALAISE,
BANKRUPTCY)**

**I THINK THAT WE ARE ALL IN A SENSE DOOMED WITH THE
FOCUS USUALLY ON THE COMPARATIVE EASE OF MOVING
UPWARDS. WHAT'S LESS DISCUSSED IS HOW EASY IT IS TO GO
DOWN. AND I THINK THAT'S THE DIRECTION WE'RE ALL HEADING
IN. AND I THINK THE DOWNWARD FALL IS GOING TO BE VERY
FAST, NOT JUST FOR US AS INDIVIDUALS, BUT FOR THE WHOLE
PREPPY CLASS.**

**TWO RECENT COLLEGE GRADS
METROPOLITAN (FILM)**

**WHAT SCHOOL GRIPE WAS MENTIONED MOST OFTEN BY THE KIDS
WE SURVEYED? BOREDOM
ZILLIONS MAGAZINE**

**WHAT WORKPLACE GRIPE WAS MENTIONED MOST OFTEN BY NEW
COLLEGE EDUCATED WORKERS? BORING WORK
COLLEGIATE EMPLOYMENT
RESEARCH INSTITUTE**

PUZZLE OF CONTRADICTIONS

TRADITIONAL FAMILY VALUES <—> PRO-CHOICE

WORKPLACE EQUALITY <—> ACCOMMODATE DUAL-CAREER
FAMILIES

SEXES GET ALONG <—> SEX A MATTER OF POWER

CONSERVATIVE <—> NO PARTY AFFILIATION

TO THE 13ER: STUCK IN SPINNING SPIRAL

AMERICA LOSING "INSTITUTIONAL COHESION TOWARD THE KIND
OF ATOMIZATION AND FRAGMENTATION IN WHICH ALL THE PIECES
KEEP GETTING SMALLER, GOING FASTER, LOSING DIRECTION."

HOWE AND STRAUSS
13TH GEN

**WHAT LOOKS FROM THE OUTSIDE LIKE AN INERT GENERATION
WHOSE SILENCE SHOULD PROVOKE CONTEMPT IS ACTUALLY A
TERRIFIED GENERATION WHOSE SILENCE SHOULD INSPIRE
COMPASSION.**

**NAOMI WOLF
"THE COMING THIRD WAVE"
NEXT PROGRESSIVE**

STEPPING OUT OF BOXES

- **CLIENTS
STUDENTS
EMPLOYERS: SMALL, INVISIBLE, DEMANDING**
- **PARTNERSHIPS
PARENTS
FACULTY (UNDERSTANDING, STYLE, FRIENDSHIP)
COMMUNITY**

STEPPING OUT OF BOXES

- **LANGUAGE**
ACADEMIC MAJOR VS JOB SKILL CLUSTERS
- **TECHNOCRAT**
LOCAL LABOR MARKET NETWORKER
- **TEAM**
BASEBALL VS ORCHESTRA

TAKING THE FIRST STEPS

- **PARADIGM SHIFT: STEP OUT OF YOUR BOX**
- **VISION**
KNOW WHERE THE STUDENTS ARE
CHALLENGE YOUR ASSUMPTIONS
COLLECT THE RIGHT INFORMATION
- **SEEK COMMON GROUND**
OR QUIT POINTING FINGERS

**AMERICAN DREAM
(FOR EACH YOUNG PERSON)**

**"THE CHANCE TO GROW INTO SOMETHING BIGGER AND FINER, AS
BIGGER AND FINER APPEARED TO HIM/HER."**

**JAMES TRUSLOW ADAMS
HISTORIAN**

UNIQUE VISION BY GENERATION

**GI: ECONOMIC
SILENT: SOCIAL JUSTICE
BOOMERS: INNER CONSCIOUSNESS
13ERS: ? ENTREPRENEURSHIP/INVESTMENT ?**

IMAGINING A FUTURE:

FIVE KEY ISSUES OR BOXES TO CRUSH

1. _____
2. _____
3. _____
4. _____
5. _____