



English Major

YOU

**PUT YOUR ENGLISH DEGREE
TO WORK**

PART OF THE **DESIGNING YOU SERIES**

ENGLISH MAJOR YOU

Put Your English Degree to Work

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FDR Publishers
2017

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Did you find a typo? Let us know! Please email the details to info@DesigningYOU.org and we'll correct it in the next edition.

English Major YOU is dedicated to all of our past, present and future students. Be curious and never stop designing you!

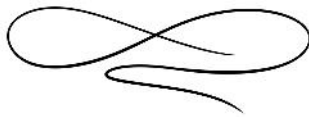


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INTRODUCTION

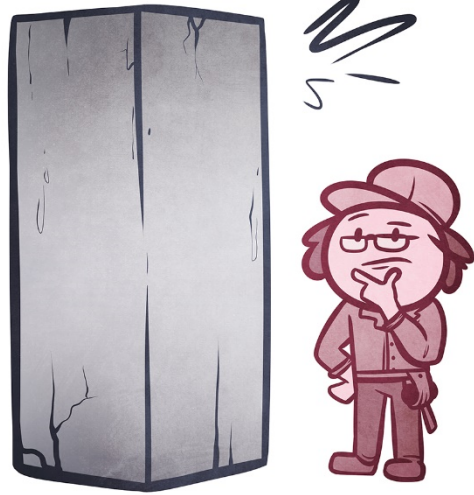
It's about *Designing YOU*

English Major YOU is part of the *Designing YOU* book series. ***Designing YOU* isn't just a series of books, it's a process of viewing yourself and your life more strategically.**

It's about exploring and being curious.

It's about designing a map for making decisions big and small—a map that helps you address the relentless questions and unsolicited advice about your future you're getting right now.

This series of books is written for a specific time in your life. You're likely attending (or maybe have graduated from) college or university. Your future is starting to actually feel like *your* future. That's exciting and scary. Even if you think you know where you want to end up, there's no Google Map that'll get you there. Life is rarely that obvious. Each one of the roads on your journey offers detours, pit stops and often a few intriguing hitchhikers.



SO, WHO DO I WANT TO DESIGN?

“EVEN IF YOU THINK YOU KNOW WHERE YOU WANT TO END UP, THERE’S NO GOOGLE MAP THAT’LL GET YOU THERE.”

Now is the time to make some weighty, often intimidating, decisions for yourself. That's why building your own map right now is so critical.

Throughout the process of designing you, you'll need to be **intentionally curious**. Intentionally curious people look at the world—and their place in it—and wonder about the big picture:

- How do things work together?
- How do these pieces connect?
- How can I influence things?
- How can I improve things?

Like any new skill, intentional curiosity takes practice. As you start to get curious about things, be humble enough to recognize that you don't know it all. Humility creates a hunger that can only be fed by answers.

In *Designing YOU*, we answer some daunting questions you may be asking:

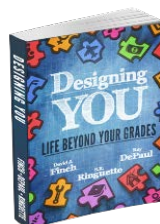
1. Why do I **like certain things** and not others?
2. How can I choose a program or courses at school that are **right for me**?
3. What questions should I ask in **interviews**?
4. Does **emotional intelligence** really matter?
5. How does my **gender impact** my life?
6. How can I find a **mentor**?
7. Am I more of an **artist or an analyzer**?
8. How can I tell **my story**?
9. How do I **prioritize and balance** all the things I want in life?
10. What should I do if **the world changes**?

Refer to the Appendix for a summary of the *Designing YOU* process.



Throughout *English Major YOU*, you'll see a numbered puzzle piece. This icon will recommend you go to a specific step of the *Designing YOU* book or eBook for additional information.

For a limited time, go to DesignngYOU.org to download your complimentary eBook copy of *Designing YOU – Life Beyond Your Grades*.



ENGLISH MAJOR YOU

English Major YOU is a guided tour through the diverse and changing professional world you can explore with your English degree. Today, many professionals, from editor to communications officers to marketing managers all specialize in researching, analyzing, interpreting and communicating information in a variety of forms, from words to video to images. By the end of *English Major YOU*, you'll be able to confidently step in the direction of your future because you'll have a solid understanding of what you need for success as a professional now and long-term.

All aspiring professionals—regardless of your chosen field—are faced with the same crucial questions:

- What are the **different careers** I can pursue with an English degree?
- What **does it take** to succeed in a chosen field?
- What's are the trends influencing the **future** and how will in impact my career?
- How have others with English degrees got **to where they are today?**
- And the inevitable... **how much money can I make** in different roles?



In *English Major YOU*, we dig into answering each of these questions with intentional curiosity.

Step 1: Explore the professional landscape

To make the world of communications feel as familiar as your school, we explore:

1. What are the different **careers** I can pursue with an English degree?
2. What **knowledge and skills** do I need in different jobs to succeed?
3. What are the **major trends** in this area and what do they mean for my future?

Step 2: Define your destination

Your destination is where you want to be in your career 10 years from now. We call this your 10-Year Professional Mission. Knowing your destination will help you make decisions, big and small, along the way. You'll define your destination by the end of this section, but it will evolve with you over time, too.

Step 3: Develop your Mission Map

Like any epic journey, this one will require some serious planning. You'll need to determine the knowledge and skills required to achieve your 10-Year Professional Mission and map out a plan to achieve them. To inspire you as you plan this odyssey, we review 26 Mission Maps inspired by the career journeys of English majors.

Reflection and *English Major YOU*

Living in the moment is essential to a good life—but so is personal **reflection**.¹ Taking thoughtful notes and noticing what works and what doesn't, ensures that you're always gathering new information, analyzing it and evaluating what to do next. You'll be reflecting with the goal of trying to connect it all together. To do this, you'll ask yourself questions in three basic categories: What? So What? And Now What?

What?

1. What happened?
2. Why did it happen?
3. What did you do? What did others do?
4. What was your reaction?

So What?

1. What were your feelings when it happened?
2. What are your feelings now? Are there any differences? Why?
3. How do you think others feel?
4. What was the impact of what you did?
5. What worked well? What didn't?
6. What did you learn? How did you learn it?

Now What?

1. What are the implications for you and others?
2. What would you do differently next time?
3. What information do you need to move forward?
4. Why is this learning important to you?
5. What actions are you going to take?

Your best tool for reflection is a *Designing YOU* journal. Though there is no shortage of digital tools to capture thoughts and information (smartphone, vlogs, blogs, Google Drive or a combination), we find that an old-fashioned handwritten notebook is the most effective for your *Designing YOU* work.



Going forward, when you see this symbol in the book, grab your journal and get to work. Remember to refer back to this list of questions as you reflect.²

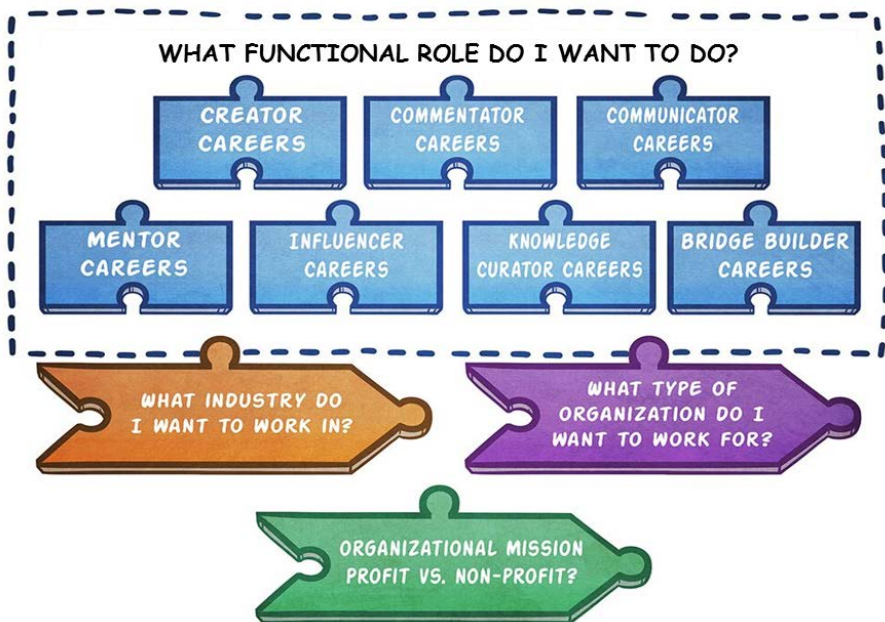
There are no rules for when or how to use your journal, but consider it a catch-all for the thoughts flitting through your head that you don't want to lose. There's something rewarding about filling a little book with your questions, thoughts, ideas and interests.

LIFE AS AN ENGLISH MAJOR

Your English degree provides you invaluable training in creativity, written communication, research and analysis. These skills are at the heart of human existence. Every business and organization is dependent on these skills for success. This creates both opportunities and challenges for those with an English degree. On one hand, success in every imaginable industry requires creativity, written communication, analysis and research on some level. On the other hand, many people—regardless of training or experience—view themselves as seasoned experts in those areas. The reality is few English majors would attempt to design bridges or conduct forensic audits, yet similar expertise in research, analysis and communications is not always recognized. For this reason, it's especially important for graduates with English degrees to really dig into the diversity of career pathways to find the right fit.

Think of different career paths as existing on a spectrum. You can figure out your optimal place on this spectrum by considering four key questions:

1. What **functional role**—the actual job—do I want to do?
2. What **industry sector** do I want to work in?
3. What **type of organization** do I want to be part of?
4. What the **mission of the organization** I want to be part of?




Tackle these questions in the order that makes the most sense for you. For example, your passion may be in gaming, so you'll answer the industry sector question first. Or you may know in your heart you're an entrepreneur and you'll love to work in (or found) a digital media start-up, so you already know what organization type you're looking for. Or you may be drawn to a career in photography or videography, meaning you already know what functional role you want.

What functional role do I want to do?

English majors possess a skilled ability to conduct rigorous analysis and have specialized training in communicating their findings to influence a targeted audience. The functional roles out there—the actual job you want to do day in, day out—that require these kinds of skills are broad and varied.

Think of the career path that follows your English degree as potentially falling into one of seven broad career clusters based on your personal goals, skills and interests. Each career cluster leverages skills and knowledge developed in English for different purposes. For example, if your goal is to author original stories—whether through books, film or video games—be sure to research roles in the Creator career cluster. In contrast, if your interests are more associated with marketing products or services, you may want to focus your career research on jobs in the Influencer cluster.




Creator Careers

Potential careers

- Author
- Playwright
- Videogame Scriptwriter
- Film/TV Scriptwriter
- Lyricist

The Role:

I'm always looking for a way to express myself and showcase my ideas through the act of creation. Instead of analyzing the work of others, I've always been driven to create my own, and I've turned this creativity into my most valuable asset. Whether through video games, plays, novels, lyrics, poetry or anything in between, I know how to tell a compelling and engaging story. I may be a freelance writer or work for an organization. Whatever the case, I'm happiest when I'm designing something original and intriguing. I am a creator.



Commentator Careers

Potential careers

- Book editor
- Critic
- News Reporter
- Blogger
- TV News Scriptwriter
- Documentarian

The Role:

I enjoy dissecting the world around me and examining its contents. I may edit the work of others or develop original content myself; either way, I enjoy combining my literary knowledge with an acquired understanding of how the world works to provide insights into events or enhance the understanding of others. If I'm not analyzing and commenting on recent events, then I may instead focus on recent fiction, using my understanding of storytelling and expression to critique movies, novels and art. You can be sure that whatever conclusion I come to will be presented in an entertaining and comprehensible way. I am a commentator.



Communicator Careers

Potential careers
Technical Writer
Grant and Proposal Writer
Speechwriter
Corporate Communications Manager

The Role:

I am the bridge between information and the audience. My training in research, vocabulary and storytelling enables me take raw information, whether it be in the form of data, financial results or new policy, and mesh it with narrative to create a compelling, informative and influential story. I am a communicator.



Influencer Careers

Potential careers
Marketing Manager
Sales Manager
Social Media Marketing Manager
Community Relations Manager
Development Officer

The Role:

I know how to present an argument and sway an audience. I know how to sell an image, idea, product or service using my grasp of language and understanding of human nature. When I tell a tale, it's sure to leave an impression. I am an expert in the persuasive emotional elements of storytelling and the rational logic of business, and I know how to blend the two worlds to create a persuasive story that can sway any audience. I am an influencer.



Knowledge Curator Careers

Potential careers
Researcher
Librarian
Corporate Knowledge Manager

The Role:

One of society's greatest challenges today is managing the vast amounts of content—from raw data to literature to video—we produce. My skill is the ability to transform knowledge into a powerful resource that is easily accessible to the people who need it. One of my most important skills is asking good questions, because my job is about understanding people's information needs and facilitating access to it. My training in research methods, combined with my ability to communicate complex topics, enables me to connect this content to the audience. I am a knowledge curator.



Mentor Careers

Potential careers
Teacher
Professor
Academic Advisor
Religious Leadership (e.g. Chaplain)

The Role:

I enjoy showing others the wonders of language. Whether as an academic advisor, tutor, or teacher, I understand the importance of literature and communication, and I am always eager to use my knowledge and skills to help others see things the same way. I am as supportive as I am astute. I am a Mentor.



Bridge Builder Careers

Potential careers

- Lawyer
- Politician
- Video Game Developer
- Entrepreneur
- Project Manager

The Role:

My English degree is my bridge to the future. My goal is to build on the skills and perspectives acquired in this degree to achieve my professional mission—whether it be studying law, developing video games or being a community leader. My English degree is my bridge to get there.

Whatever cluster you find yourself drawn to, you can benefit immensely by **exploring different career pathways**. For example, if you love the idea of being a manager of communications for a non-profit, think about also spending some time working in the Mentor or Creator career cluster to diversify your experience. This will only make your skills more rare and valuable. These are options you can build into your Mission Map later.

What industry sector do I want to work in?

Industry sector characteristics have a **huge influence over your day-to-day job**. For example, the role of media relations for a global retailer may be night and day compared to a similar job for a municipal government. Similarly, within the same sector, there are diverse functional roles that demand different skills. Working in government communications for a global

energy company will be a very different experience compared to specializing in internal communications for this same company. At the highest level, think about the industry question as composed of the five big sectors below: media, entertainment, corporate, social and public. Each of these five sectors can be further broken down into sub-sectors depending on your interests.

Media Sector	Entertainment Sector
Examples: Broadcast (TV/Radio) Newspaper Magazine Specialty media Digital media Wire services	Examples: Book publishers Bookstores Film/TV Production Video gaming Live theatre Music
Corporate Sector	Social Sector
Examples: Professional services (e.g. law firms) Retail Technology Consulting	Examples: Non-profit agencies Foundations Social innovation sector

Public Sector

Examples:

Government

Public sector agencies (e.g. libraries)

Postsecondary institutions



In *English Major YOU*, when it's time to narrow in on a particular sector, we recommend you go to Step 4 of *Designing YOU* and complete the exercises in the section titled, "What Do You Love to Do?" Afterward, consider whether a sector would fit your responses. For example, if one of your answers was, "I love technology," you may want to explore how you can leverage your English degree for a career in technology. Or maybe your answer was, "I like doing lots of different things." In that case, explore career paths that give you lots of options.

Most people don't know what industry sector they love (or hate) until they've experienced it. If you're like most people and you're uncertain, then be sure to include opportunities in your Mission Map to get diverse industry experiences. Find those opportunities through things like internships, summer jobs, and volunteer work, or by working in a communications agency (agencies typically have diverse clients from a range of industries). You may even find out that a sector you assumed was boring actually lights your fire. At the very least, you'll be able to put your assumptions to the test.



"MOST PEOPLE DON'T KNOW WHAT INDUSTRY SECTOR THEY LOVE (OR HATE) UNTIL THEY'VE EXPERIENCED IT."

What type of organization do I want to be part of?

Like industry sector context, the type of organization (often defined by size and scope) affects the daily job of any professional. For example, a person working for a digital media start-up with 50 employees is likely responsible for a huge scope. In contrast, someone working for a global media company with 20,000 employees, operating in 40 countries and generating \$10 billion in annual revenue may be responsible for a very narrow role. For this reason, it's really important for you to explore different types of organizations to understand what fits your skills and interests.

What's the mission of the organization I want to be part of?

Like type of organization, the mission of an organization has a huge influence on the functional role and organizational culture. Do you want to work for an organization that has a profit or non-profit organization? What will inspire you every day you walk into the office? A non-profit mission is supported by donors (including government or corporate) and resources are often scarce with a big dependency on volunteers. A for-profit mission is funded by its shareholders and investors and often is well resourced, but decisions are framed around a measurable return on investment. Consider the role of a professional journalist - you can work for for-profit organizations ranging from a local newspaper to a national news network or non-profit organizations like [ProPublica](#). The role may be common, but the mission of the different organization defines the underlying job.



It's time to grab your journal for your first reflection. Think about each of the four questions and your early impressions of how you'd answer today. Does the job, the sector or the type of an organization jump out as most important to you? Why? This early reflection on "why" is important. It should start to raise questions and assumptions that you can explore with further research.

WHAT DOES IT TAKE TO BE A PROFESSIONAL?

The knowledge and skills required to be successful in a career fall into three major clusters.

The first cluster consists of **core transferable skills**. These are knowledge and skills that can be used in lots of contexts. For example, being organized is a critical skill regardless of whether you're a playwright, a marine biologist or a marketing manager.

The second cluster includes the **advanced transferable knowledge and skills** developed in your English degree. For example, being able to tell persuasive stories or synthesize themes from different sources.

The third cluster is made up of **job-specific knowledge and skills** you may require depending on the career path you pursue. For example, if you decide you want to be a video game scriptwriter, you may need to develop a certain level of technical fluency; if you decide you want to be a teacher, you'll need to develop knowledge and skills associated with education.

In the charts that follow, look at the core and advanced transferable knowledge and skills that various career paths in communications might require. For examples of job-specific knowledge and skills, see each Mission Map later on. Don't worry if some of the knowledge and skills are unfamiliar at this point. You can look back to these charts later in *English Major YOU* when you're identifying the current gaps in your knowledge and skills and refer to the glossary in the appendix for a detailed definition of each skill.

Core Transferable Skills

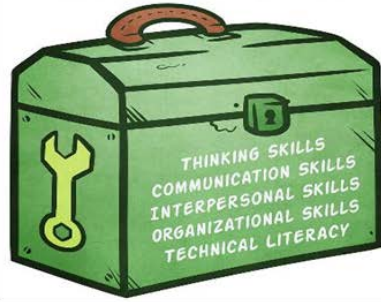
These core transferable skills are the foundation that will support you to pursue diverse career paths at graduation.

Core Thinking Skills

Demonstrates thinking skills:

- Analytic thinking
- Transdisciplinary systems thinking
- Problem solving
- Adaptive thinking
- Intentional curiosity
- Thoughtful creativity

TRANSFERABLE SKILLS



Core Communications Skills

- Ability to communicate effectively for different audiences using written, verbal, & non-verbal mediums
- Effective listening
- Persuasive storytelling
- Conflict resolution & negotiation

Core Organizational Skills

Evidence of organization skills:

- Self-starter
- Time management
- Follow through
- Perseverance

Core Interpersonal Skills

Evidence of interpersonal skills:

- Cross-contextual competency
- Effective leadership
- Self-confidence
- Work ethic
- Effective team player
- Emotional intelligence

Confident use of Digital Technology

Technology use is integral to functioning both personally & professionally. Most career pathways require using technology to communicate, problem-solve & conduct research. Note, this is different than task-specific technical literacy.

Advanced Transferable Knowledge & Skills

Each of the four clusters includes advanced transferable knowledge areas and skills that will be more (or less) important for different career paths.

Evidence-based Storytelling

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Advanced Research & Analysis

- Ability to formulate research questions
- Ability to critically analyze literature
- Ability to conduct qualitative research
- Ability to synthesize key themes from multiple sources

Advanced Communication

- Formulate and defend positions
- Apply written vocabulary to audience
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

As you develop your Mission Map, you'll **need to prioritize** all the transferable and job-specific knowledge and skills that best fit your professional mission.

To prioritize what experience and education you'll need, think about knowledge and skills for each job on a **four-level rating system**. Overall, you want to focus your limited time on the areas that offer maximum return.



At this stage, you might be asking yourself, “How can I be good at all these things?” **You can’t be. Start by identifying your current knowledge and skills, with evidence to back it up.**³

Replicate the following table in your journal. List the skills you currently have and rate them using the four-level system above. Come up with **at least ten knowledge and skills areas. The most important part of this exercise is the proof that you can do what you say you can do.** That evidence could be in the form of a certificate or associated work experience.

For example:

Cindy knows she is “great at” leadership (an interpersonal skill). Her evidence is that she was head bartender at the university pub with six staff reporting to her and experienced no staff turnover.

Marco is “great at” written communication. He has strong evidence of this since he publishes a popular blog for students at his university.

Level 1: Not required

Depending on what career you’re pursuing, there will be a bunch of knowledge and skill areas that you won’t even require a “good at” to deliver on the vision of your Sport & Recreation YOU.

Level 2: Good at

“Good at” reflects an ability to engage and understand a topic but not be completely fluent (let alone an expert) in. For example, as a marketing manager, you’re likely not an accountant; however, you need to be sufficiently literate in finance to be able to manage your budget.

Level 3: Great at

“Great at” reflects advanced knowledge or skill in an area. You may not be the best in your organization in this area, but you’re pretty close. For example, as a sales manager, you may not be a statistician, but you may need to be fluent in using the latest customer relationship management software to focus your sales team on near-term opportunities that emerge from your data analysis.

Level 4: Expert

You need to be an expert in this knowledge area or skill. This is a “need to know,” not a “nice to know.” For example, as a corporate wellness manager, you’ll need to have an up-to-date mastery of the leading trends in corporate health and wellness.

My Current Knowledge & Skills	Level Rating (1-4)	My Evidence Is...
My core transferable skills are...		
My advanced transferable skills are...		
My job-specific skills are....		

Once you have completed this table, **review it with family, friends and any current mentors** you may have. Having a fresh set of unbiased and trusted eyes can often be an important reality check.

What's a mentor?

A mentor is a trusted advisor on everything from school to jobs to volunteer opportunities and what clubs to join. This person may be a professional acquaintance or a friend. We recommend the best long-term approach is to build a team of mentors with diverse backgrounds and expertise (some professional, some personal). Dive into Step 3 of *Designing YOU* for advice on how to develop your mentor team.

THE FUTURE AND WHAT IT MEANS TO YOU

Careers and the skills people require to succeed change fast. Some powerful trends—from technology to demographics—are redefining career paths. **Many jobs from a decade ago no longer exist or have evolved beyond recognition.** Mapping your 10-Year Professional Mission is going to be a challenge—but it's also an opportunity to rise above the herd. It's essential you consider the professional of tomorrow as carefully as the professional of today.

We won't pretend to predict how career paths will change over the next decade. That's not realistic. What you can do now is **go in with your eyes wide open** to the prevailing trends that'll influence these pathways and reflect on how these could affect your mission. Consider the list of the following nine trends as **a starting point** for what you must always keep in mind as you define and live your 10-Year Professional Mission.

Trend 1: Expanding Lifespan

For the first time in Canadian history, there are more seniors than children. In fact, people over the age of 100 are the fastest-growing demographic group in Canada.⁴ Someone who is 18 today could live to be 120 and have a 60-year career.⁵ Both individuals and organizations will need to adapt as the 80-year-old employee becomes the norm.

What it Means to YOU

The role of formal education in life is evolving. Do you think the knowledge you acquire when you're 20 will still be totally relevant when you're 80? Post-secondary education is no longer a single stage early in your life. You will likely return repeatedly to enhance and diversify your knowledge and skills over a lifetime. This lifelong engagement could involve

taking a single course here and there, completing a more involved certificate or taking one or more graduate degrees.

Trend 2: Technology – Friend or Foe?

In the past two decades, technological innovation has upended the jobs of professionals across industries. The Internet, social media, mobile devices and big data analytics are only the tip of the digital iceberg. In the future, wireless connections will be built specifically to keep up with the “Internet of Things.” Home appliances, security cameras, cars, office devices and personal devices are increasingly and seamlessly being connected to the Internet. In addition, advancements related to artificial intelligence, machine learning and cognitive computing will dramatically impact our lives and our careers. For example, artificial intelligence will define many aspects of life in the future, ranging from driverless cars, to household automation, to automated warfare.

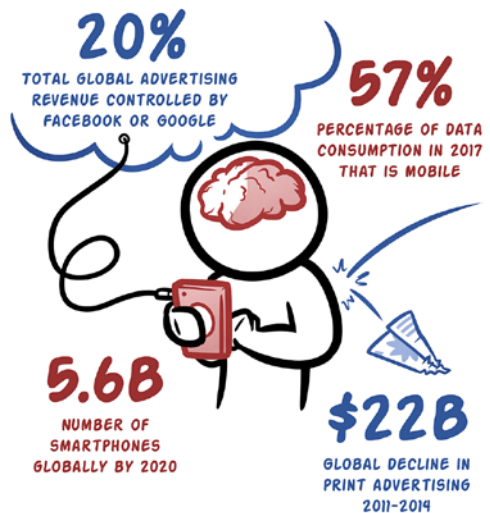
These advancements will create huge opportunities, but also threats. Automation long ago replaced many of the menial and skilled tasks in manufacturing. Automation will soon do the same to skilled knowledge workers. For example, computers already generate much of the content on newswires. However, in many domains, smart machines will become our partners, augmenting our own skills and abilities. We will enter into a new kind of partnership with machines that will leverage strengths and establishing a codependence.

What it Means to YOU

There are two implications for you. First, being a professional requires a minimum level of technical literacy. Not every professional will need to be a programmer, but you’ll be required to understand the constraints and opportunities that evolving technologies create and how they affect your work. A big part of this will be effectively leveraging these advancements to enhance your own skills. Second, you need to “future-proof” yourself by developing a diverse mix of rare skills that will be difficult (or impossible) to automate.

Trend 3: The Future is Transdisciplinary and Systematic

Technology is eliminating both real and perceived distances between people and organizations. This means diverse people from different contexts can collaborate and connect in unprecedented ways. Context may be defined by culture, socio-economic conditions, organization size, industry type and the team composition in which one is working. The ability to understand and apply knowledge from across disciplines and think like the experts in those disciplines will be essential. The age of simple linear and siloed (isolated) thinking is over. The future will be defined by transdisciplinary systems thinking



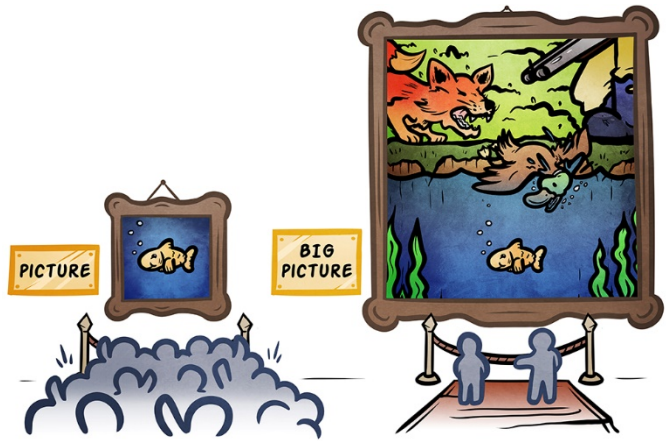
and collaboration. That means diverse teams will gather to pull together targeted information from broad sources for better results.

What it Means to YOU

Just as linear, siloed thinking isn't good enough, neither is linear, siloed education or a linear, siloed career path. You need to be able to analyze relationships across many contexts and have intentional curiosity. For this reason, preparing for a transdisciplinary and systematic future requires a Mission Map that leads you through a breadth of diverse experiences and contexts. If you can see how all the dots connect, you'll become infinitely more valuable to an organization.

Trend 4: Big Data. Big Thinkers.

The Internet, social media, mobile devices and the Internet of things not only redefine how we access content, but also the nature of evidence and research. This **volume, velocity and variety** of data will create new and complex sources of information to piece together.⁶ Organizations such as WikiLeaks, and the mass volume of research they made public, will be old news. The volume of data in the future—public and private—will be like digital puzzles made up of millions of pieces that need to be arranged to tell a coherent story.



What it Means to YOU

The rise of big data has a two-pronged impact on you. First, it will spawn an entire sector of specialist researchers who have designed ways to segment society and analyze large data sets. This data will enable modeling of social systems at massive scales, both huge and infinitesimal. It will also enable analysts to identify connections that previously were invisible.

Future careers in research and analytics will demand complex skills far beyond being a good number cruncher. The researchers and knowledge managers of the future will look more like anthropologists than statisticians. However, for big data to make sense, we need big thinkers. You need to be able to realize the result of an action across multiple functional areas within a business—financial, technological, operational, cultural and societal—to really understand these complex systems.

Trend 5: Network Trust and Echo Chambers

Historically, the greatest asset of news media was trust. This was their currency. People trusted not only media brands, like the *New York Times* or CBC, they trusted the people who represented them. In the U.S., news anchor Walter Cronkite, defined political and social priorities because people trusted him. That's now changed. The decline of the media empire has also redefined the nature of trust. This trend reflects that trust in large institutions—from media to government—is being replaced by trust in people and networks.

Edelman, a global public relations firm, conducts annual large-scale research on the evolution of trust. Long ago, their research identified that people trust people like them. This is a comfort zone. It's also an echo chamber because we become more and more reliant on our network for information and knowledge. The result is things that were once defined as objective “facts” are being challenged. The 2016 U.S. election brought a new term to prominence: alternative facts. “Alternative facts” are not actual facts; it describes when people believe what they want to believe, regardless of evidence. This is a result of the decline of institutional trust and the rise of the echo chamber.⁷

What it Means to YOU

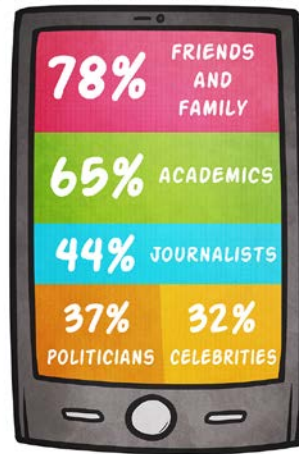
The shift from institutional trust to network trust will have massive implications on how people are influenced and behave. People will no longer defer to large media brands as a trusted source of news; rather, they will refer to their networks of trusted people. Forty percent of people say they get their news from Facebook.⁸ In fact, they don't get their news from Facebook; they get their news from “friends” on Facebook. Perhaps they weren't even getting news, but rather “alternative facts.”

The implication of networked communications is huge—not just for communication, but for society. New opportunities are emerging for those who can create custom content for social media and networked platforms. For example, NowThis produces content across the social web—issue-based videos for Facebook, visually compelling stories for Instagram, breaking news for Twitter, animated GIFs for Tumblr, ephemeral videos for Snapchat and instant messaging stories for Chinese social platforms like Weibo.

Trend 6: Transmedia Storytelling

Research shows that the medium influences how we consume content. The result is that people digest bite-sized stories in video, tweets, GIFs and photos in seconds.

WHO DO I BELIEVE ON SOCIAL MEDIA?



In fact, studies suggest how we process information is changing as we adapt from text to video or other forms of content. Some consumers will want to dig deeper; many will not. For example, some may simply read a headline, whereas others will watch embedded video and follow links to related stories. Therefore, the medium is really, really defining the message.

This does not spell the end of long-form journalism, but it redefines it. Story forms will continue to adapt and evolve from single form to multimedia and transmedia journalism where the consumer will need to be able to seamlessly shift from text to video to audio to images and potentially simultaneously with multiple-screen consumption and multiple stories. Transmedia storytelling involves telling multiple stories, with each story working both as a standalone or with its associated pieces. An excellent example of this today in entertainment is Marvel and the Marvel “universe” with characters and stories across mediums (movies, comics, graphic novels, television, digital) that are interconnected (residing in the same “universe”) and enhancing each other without depending on each other. Similarly, the National Geographic Society developed The Food Project. This series lasted over a period of eight-months and included 823 stories and 472 social media posts on 41 different platforms ranging from digital, to a TV series, to magazines, a museum exhibit and guided tours.

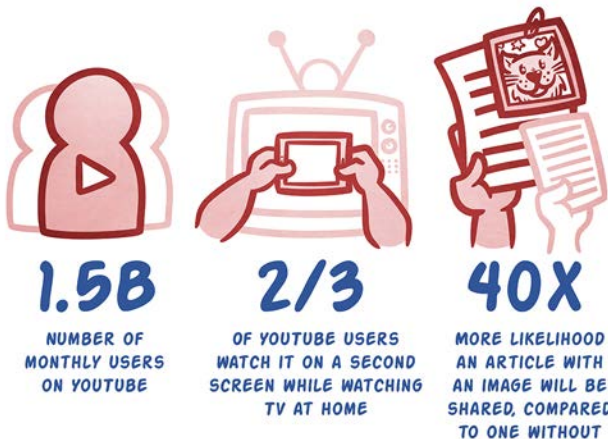
Multimedia vs. Transmedia

There’s a difference between multimedia and transmedia. In multimedia, you are using multiple forms of media from text to photographs, video, maps and interaction to tell a single story. Here is an excellent example in *the New York Times* of multimedia storytelling.

In contrast, transmedia storytelling involves developing and distributing unique stories to different media channels—but as part of a common thematic framework.⁹ The series on the impact of Fentanyl in the *Calgary Herald* is an example of how transmedia storytelling can be leveraged to extend and expand the breadth and depth of a story.

Of course, the idea of multiple stories is not new in journalism or communication, however transmedia storytelling involves developing and

distributing stories to different media channels. This enables the storyteller to customize the story elements for the channel and the audience who consume that channel. Transmedia storytelling is being driven by advertisers who seek deeper engagement with different audiences.



What it Means to YOU

Content may be king, but it must be customized for the audience and the medium. Future opportunities are

there for those who can generate original content and convey complex thoughts efficiently across mediums. Today, most journalism or communications professionals are not trained to leverage this emerging growth of transmedia journalism. In the future, journalists will need an expanded skillset to work across mediums, and have the skills to collaborate with people and organizations that have the skills or own the media channels to develop and distribute transmedia stories.

Trend 7: The Threat of Privacy

Arguably the biggest issue facing professionals over the next decade is related to Internet privacy and security. The future isn't simply emerging technology, but also our trust in technology.

Think about next-generation tech trends like wearables, augmented reality, the Internet of things, driverless cars, and so on. Data breaches happen. For example, the hack of 40 million of Target's customer accounts; or the security failure in Jeep's Wi-Fi system that allowed a remote takeover; or the WannaCry ransomware on Microsoft Windows that demanded payment from affected users in return for their data. How many security failures will it take before consumers start to question their trust in the technology they've become dependent on?

What it Means to YOU

Data security and privacy is a massive growth sector, not just for technology companies and engineers, but also marketing and communications professionals. "Brand" is simply a fancy word for trust. We love our brands because we trust them. Until we don't anymore. Great professionals today and in the future will recognize this threat and will need the knowledge and skills to proactively plan for it.

Trend 8: The Gig Economy

For most of the last century, having a job meant going to an office, store or facility and every two weeks getting a paycheque. But today in Canada 21% of the workforce (and almost 40% in the U.S.) are freelancers.¹⁰ That's more than 4 million people and growing by 10% a year. This gig economy is becoming mainstream as companies and talent alike recognize the benefits of on-demand employment.¹¹

What it Means to YOU

Your career may be less about a job and

From English Literature to Organic Farming

As a child, Heather loved reading and writing. In fact, she loved it so much she completed a master's degree in English literature. When she graduated, Heather was offered an amazing opportunity to develop a family property into an organic farm. It was a long way from English literature but she embraced the opportunity, rolled up her sleeves and got dirty learning to be a farmer.

But just because she was now a farmer, didn't mean her passion for writing disappeared. In fact, one reason Heather found the transition to farming difficult was because there wasn't a "How To" manual for organic farming. She saw this gap as a big barrier for others joining the organic movement. So, she tapped her writing skills and with two colleagues authored a bestselling book on organic farming. In doing so, Heather connected two not so obvious parts of – her English degrees and farming.

Heather's Tip: Study what you love. If you do, it will always come back to support you in ways you never imagined.

more about an endless series of “gigs,” or short- to medium-term contracts. A gig economy can be both exciting and stressful. It’s exciting because you’ll be working with diverse clients and you’re your own boss. If you want to go to Australia for six months, no one can say no. It’s stressful because you have to pay the rent (and for a flight to Australia). Your success will be dependent on two factors. First, being mediocre at your job is not an option. You need to constantly innovate and find ways to create value because if you don’t, someone else will. Second, you will need to have a robust network of professionals who recognize and value your expertise and talent. These are the advocates who will help sell your value and ensure you can pick and choose your clients (and pay that rent).

Trend 9: Don’t Stand Still!

We can’t forecast the future, but the one thing we know for certain is the pace of change in our technology-reliant world will not slow down. Your job is to not just to keep up, but to stay one step ahead of the emerging technology that directly or indirectly affects your work.

What it Means to YOU

Your education doesn’t end when you walk across a stage to get a diploma. Education is only the beginning of whatever’s next. Establish an annual professional development plan. This could include completing additional certifications that align with your Mission Map, taking courses to expand your non-technical skills (e.g. finance or presentation skills) and ongoing short-form learning via reading, podcasts or video.

Does Sex Matter?



Though it’s not a “trend,” an important issue to consider when it comes to your career is sex. And by sex, we really mean gender here. The basic difference between the terms “sex” and “gender” is that **sex refers to biology**, while **gender refers to cultural and social perceptions of** (and biases toward) appropriate roles for different genders. There’s a load of complex research suggesting society plays a massive role in designing you based on their view of your gender.¹² This research also suggests the brains of men and women are wired differently. Studies also show that we still treat men and women differently.

The guidance in *English Major YOU* is applicable, regardless of your gender identity. As you launch your professional life, however, there are **gender realities in the workplace worth understanding** and incorporating into your thinking.

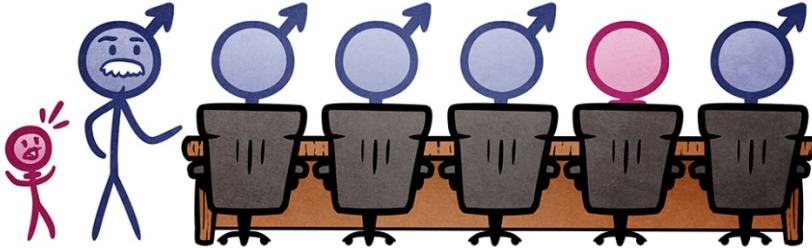
For example, research shows the value of building diverse teams; companies with gender balance on their boards and executive teams perform better than those without it.¹³ Yet, women remain drastically underrepresented in the senior ranks in many fields and equal pay for equal work remains elusive. In fact, Statistics Canada reports that though it is improving, women **still earn only 87% of what their male counterparts make**.¹⁴ Similarly, many employment fields remain so-called “pink ghettos,” where women are overrepresented, there’s little room for advancement and pay is often poor.¹⁵ **The reasons behind this difficult reality are multifaceted.** They include women’s career choices, career disruptions (e.g. taking time off to raise children), stereotypes, discrimination and many other factors.¹⁶ **There’s no “quick fix.”**

“STATISTICS CANADA REPORTS THAT THOUGH IT IS IMPROVING, WOMEN STILL EARN ONLY 87% OF WHAT THEIR MALE COUNTERPARTS MAKE.”

SEX STILL MATTERS!

6% OF CEOS OF LARGE CORPORATIONS IN CANADA ARE WOMEN

20% OF BOARD MEMBERS OF LARGE CORPORATIONS IN CANADA ARE WOMEN



44%

AMOUNT FEMALE UNIVERSITY GRADUATES WILL EARN LESS THAN MALES EIGHT YEARS AFTER GRADUATION



19%

OVERALL AMOUNT CANADIAN WOMEN EARN LESS THAN MEN IN THE SAME JOB



66%

OF POST-SECONDARY STUDENTS IN CANADA WILL BE WOMEN BY 2025



75%

OF GLOBAL UNPAID WORK IS DONE BY WOMEN

\$12,000,000,000,000

PROJECTED IMPACT ON GLOBAL GDP BY 2025 IF GENDER EQUALITY IS ACHIEVED

Infographic note: 17

Society has not achieved true equality. This includes not only gender, but also areas such as sexual orientation, race, ethnicity or religious beliefs. Keep this in mind when you're designing you, whatever your gender identity.

For most of us, unconsciously or otherwise, our expectations of men and women are different. Sheryl Sandberg, the chief operating officer of Facebook, wrote a bestselling book called *Lean In*, in which she discusses how we all have **powerful unconscious biases about gender roles and gender behaviour**.¹⁸ Think about it: The same behaviour that's viewed as strong, positive leadership from a man is often seen as negative and overbearing

when it comes from a woman. For instance, more than 60,000 women and men were asked whether they preferred male or female managers. While slightly over half of respondents reported having no preference, the rest preferred male over female managers by a 2:1 ratio. Justifications for this preference tended to focus on negative stereotypes about female behaviour, such as women being too “emotional,” “moody,” “catty” or “dramatic.”¹⁹

It’s human nature to notice other people’s biases, while being blind to our own. Regardless of your gender identity, when you find yourself judging a woman for behaving aggressively, ask yourself whether you would be as critical of a man acting the same way. Also consider how prepared you are to challenge gender bias when you observe it happening around you. **Gender bias is deeply seated, so we all need to be self-critical to weed it out.**²⁰



We can be hampered if we think of “men’s jobs” and “women’s jobs.” In *English Major YOU*, you’ll research potential jobs and conduct informational interviews to explore what sort of opportunities might be out there for a person of your skillset and interests. This process provides a prime opportunity to push beyond any (often unconscious) gender biases you may have about your future professional life. The great thing about conducting informational interviews is you’re exploring possibilities, which should include possible jobs that you might not consider at first because of your gender. **Don’t rule out any role simply because it seems stereotypically more suited to another gender.**

Be sure to talk with people in non-traditional gender roles. Is their field of work improving for the underrepresented gender? Or are there still deeply entrenched barriers that are difficult to overcome? As part of this process, consider your own willingness to be in the minority in your field. Does the thought of being a trailblazer appeal to you?



With some research, you should be able to determine whether the role in question is an opportunity to improve diversity and foster equal opportunities. For example, when investigating a particular industry sector or company, research their current leadership teams. If there is some degree of diversity, that’s a promising sign for prospective women and minority candidates. If it’s entirely white men, look into whether the organization is doing anything to encourage diversity. You may also want to check into the organization’s work/life policies. Does the organization subsidize daycare? Top up maternity/parental leave benefits? Pay for fitness club memberships? In a competitive market for talent, you want to define a mission and join an organization that recognizes people as its most important asset.

Finally, **your 10-year Professional Mission might include a consideration about starting a family.** Since the biological reality remains that females are the ones with the potential to give birth, “starting a family” means quite a different thing depending on your sex (unless you are adopting a child).

Having children is a particularly difficult thing to plan years in advance. In fact, even after a woman is pregnant, it’s impossible to predict exactly when her maternity leave will start. **The more realistic approach is to expect to update your Mission Map down the road when you are ready to start a family.** Or as Sheryl Sandberg puts it, don’t “lean out” of your career until you’re actually pregnant. You might miss wonderful opportunities if you put too much focus on a possible future pregnancy that may or may not happen as planned.²¹

The Last Word: Never Stop Asking Questions

Every great professional knows ongoing research and intelligence is core to finding and telling great stories. Consider these macro-level trends as a start and rigorously continue to evaluate other trends, both inside and outside of your chosen career pathways.

Look at this type of market intelligence gathering as a daily task. **Follow lots of industry leaders on social media channels or blogs.** Find out what they’re thinking about and the questions they’re asking; remember to keep asking yourself the implications that emerging trends have on your life with your English degree.



DEFINING YOUR PROFESSIONAL MISSION

When you know your destination, you can use it to support your decision-making enroute. To define your professional mission, you'll consider your current and future experience, knowledge and skills, all of which create your unique value as a professional.

First, make sure you've answered the questions from the start of *English Major YOU*:

1. What **functional job** do I want to do?
2. What **industry sector** do I want to work in?
3. What **type of organization** do I want to work for?



In your journal, consider these questions once again. Have your answers changed? Why? Why not?

WHAT'S YOUR 10-YEAR PROFESSIONAL MISSION?



You'll need to tap into that **intentional curiosity** we talked about earlier. **Great research starts with asking great questions.** Below are some **thought-starter questions** you may want to consider as you start exploring your professional mission:

1. What are the different types of careers paths with an English degree?
2. How are careers changing? What's driving this change?
3. What areas are growing the fastest?
4. What type of additional education do I need to be successful in different career paths?
5. What are the most important knowledge and skills for the different jobs in each career cluster?
6. What's the starting salary for different career paths?
7. Do people stay in a chosen career path for their entire careers or do they move around?
8. What are the common entry-level positions with an English degree?
9. How does the locale impact careers with an English degree?
10. What international opportunities may exist for those with an English degree?

Answering these big questions can't be rushed, so go slow and expect this part to take weeks or months to complete. Don't forget that predicting the future is hard and few of us get it right, so when doing your research, use **the principle of triangulation**: If you see or hear something from three credible sources then there's a very good chance you should pay attention and add it to your Mission Map.

Step 1: Conduct Secondary Research

Your secondary research, sources will include:

- government reports (e.g. employment studies, census data)
- annual reports of companies, periodicals (e.g. newspapers)
- other media (e.g. podcasts)
- scholarly journals
- commercial information (e.g. Canadian Association of Journalists))
- credible online publications (e.g. Scientific American, Fast Company).

This research will uncover industries, educational programs, people, books, websites, podcasts, companies and careers you've never heard of.



Replicate the following table in your journal and use it to track your research. Keep notes on the sources of your information and the nuggets you find. The invaluable part about existing information is that it can trigger questions. Jot down these questions for your informational interviews later on.



As a starting point to answering these questions, we suggest you follow the detailed research process in Step 4 of *Designing YOU*. Below is a condensed version of this process. Here's a sample table to see how you can identify opportunities:

Potential Opportunities	My Questions
Influence Marketing	<ul style="list-style-type: none"> ○ How much can I get paid? ○ What type of education and experience do I need? ○ Do I need to move?
Autonomous Vehicles	<ul style="list-style-type: none"> ○ What type of education is required? ○ Are there internships available? ○ Where are these jobs?

Step 2: Analyze Job Postings

Job postings are easy to find online and are invaluable for identifying emerging opportunities and trends in the areas that you love. They can also expose you to the types of jobs that exist in your areas and companies of interests. Also:

1. It's simple to collect a large and diverse sample. Review a **minimum of 25 job postings** in a specific area you love to ensure an effective comparison.
2. Many job postings are archived and are accessible via www.archive.org/web, so you can assess trends over time.
3. The extra work you put in to summarize the job postings can help you identify trends and themes that may not be obvious to others.

When you're summarizing job postings, it's helpful to collect information on several major areas of employment that you're interested in. Use a spreadsheet program such as Microsoft Excel or Google Sheets to track the answers to the following questions:

Company Details

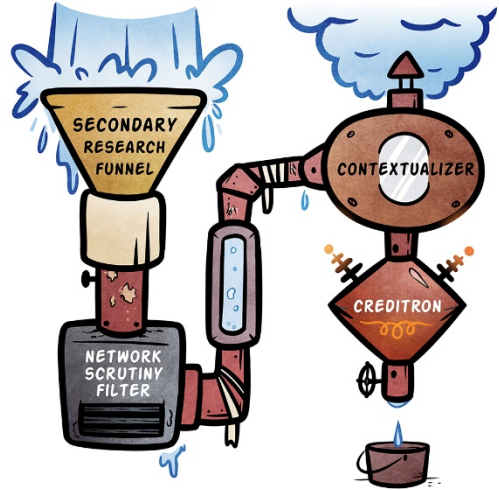
1. Industry sector
2. Size of company (e.g. number of employees)
3. Location (the location may reflect culture, language and compensation)

Job Details

1. Title
2. Level of position (titles can be misleading)
3. Responsibilities (e.g. does it mention what they'll be doing?)

Qualifications

1. Education (do they specify a major?)
2. Professional experience (years and type of experience)
3. Professional credentials (does it mention specific credentials are required?)
4. Industry engagement (does it mention if active involvement in a professional association is important?)



5. Personal attributes (does it mention the importance of any specific interpersonal or communications skills?)
6. Are each of the qualifications “required” or “preferred”?

Below is a sample of a summary table of job postings related to the job of a investigative journalist.

Professional Mission	Major Themes	So What?
Investigative Journalist	<p>75 per cent require a university degree. 50% specify journalism. 30% ask for a master degree.</p> <p>50% ask for investigative experience in a specific area (e.g. sport, financial, fashion).</p> <p>All jobs ask for previous experience in news reporting with the majority asking for a minimum of five years.</p> <p>70% ask for multimedia production experience.</p>	<p>I must complete my university degree in journalism. I need to keep my options open by getting the minimum GPA to get me into graduate school in the future.</p> <p>I want to focus on financial reporting. I will continue with my minor in finance.</p> <p>I need to start my journalism career now! Join school newspaper. Explore digital internships. I will restart my blog.</p> <p>I need to evaluate different electives or optional courses to develop skills in multimedia production.</p>

Step 3: Networking and Talking to Real Professionals

The next step is to immerse yourself in the industry by meeting and interviewing real professionals. These people can tell you what the next ten years may look like. It’s important that you do the work in Steps 1 and 2 first so that you go to your interviews armed with enough information to get a deeper level of knowledge.



In Step 4 of *Designing YOU* we walk through a detailed process on how to network, book interviews, and get the most value out of these meetings. Each interview will raise new themes or questions that you’ll want to explore and test in future interviews.



One useful approach to determine what you’re trying to learn from these interviews is to notice the assumptions you’re making about the field, industry or job, and then use the interviews to test these assumptions. For example, your earlier work may have uncovered design as a possible career path. To dig deeper into design, you would list a set of assumptions and how you might validate them. For example:

My Assumption	How I Can Test This
To be a great writer, I need to have a published portfolio.	Interview hiring managers about the criteria they use to hire entry-level roles.
I need professional experience in the finance sector to be a credible investigative journalist in this sector.	<p>Research the biographies of the leading financial sector journalists.</p> <p>Do Skype interviews with a broad range of professional to explore their career pathway.</p>

How do I book an interview?

The first rule of an informational interview is respect. **Every person you want to interview is doing you a favour.** Most of these interviews won't exceed 30 minutes, so they need to be laser-focused. Consider the following:

1. **Connect through a mutual contact.** For example, "Hamid Zakari suggested I contact you because of your expertise in..."
2. **Make it personal.** Demonstrate you know something about them through your digging. For example, "I see you also studied accounting at the University of..."
3. **Be persistent and keep asking.** As you're the lowest priority in their inbox, you'll likely have to send a couple of reminders. Be polite and persistent and if they say no, ask them for anyone else that they could suggest. This'll ensure you'll have a return on your effort.
4. **Make it easy for them.** Offer to work to their schedule and meet them at their office or anywhere they'd like to meet. This interview is for you—not them. Don't be surprised if the interview is a month or more out. Professionals are busy people.

What should you ask?

In addition to the questions above, below are some more thought starter questions to consider asking during your interviews (there is an expanded list in the appendix of *Designing YOU*):

1. What does your current job entail? What does a typical day look like?
2. What kind of decisions or issues are you often faced with in your job?
3. What type of training or education prepared you for your current job?
4. What's the best part of your current job?
5. What's your least favourite part of your current job?
6. What courses at school best prepared you for your career path?
7. If you could go back to school and start all over again, would you do anything differently?

8. Did you do a co-op or internship in college/university? Would you recommend this? Why?
9. Are there specific extracurricular activities that might help me prepare for different careers?
10. What jobs and experiences have led you to your present position?
11. When you reflect on your career so far, what would you do more of? What would you do less of?
12. When you look at people who have succeeded with English degrees, what characteristics do they tend to have?
13. What would you suggest is the most important thing someone considering doing an English degree should know?
14. If you were going to do it all over, would you pursue an English degree again?
15. What do you wish you'd known before you did your English degree?

Consider this only a start

Ideally, this interview is not simply a one-off. A core objective of this process is for you to **build your professional network** and identify mentoring candidates. Following the interview, ensure you send a note thanking the interviewee for their time. Personalizing the note by identifying some key themes they highlighted shows you were paying attention and reinforces the value of the time they spent with you. In your note, ask if they'd be open to keeping in touch so you can reach out with any additional questions.

Step 4: Defining your Professional Mission

Once you've completed your informational interviews, you should be closer to defining your professional mission. There are three stages to defining your mission:

What's Your "What"?

For the first stages, let's go back to the original four questions we asked.

1. **What** functional job do I want to do?
2. **What** industry sector do I want to work in?
3. **What** type of organization do I want to work for?
4. What the **mission of the organization** I want to be part of?



Your research should have inspired you to be able to **answer at least two of these four questions**. In addition, you should have a sense of priority. Replicate the table below in your journal. Here is the challenge—you need to project yourself 10 years into the future. These aren't just questions for next week or next year... but a 10-year target.

The 10-Year “What”	Your Mission	Priority
I want to be a...		
I want to work in....		
I want to work for...		

Here’s a sample.

The 10-Year “What”	Your Mission	Priority
I want to be a...	Director, Corporate Communications	1
I want to work in....	Consumer technology sector	2
I want to work for...	A company that has significant communications staff in the U.K., U.S. and Australia.	3

What’s Your “Why”?

The limitation with the above exercise is that it tells us what you want to be, but not **why anyone would want to hire you** compared to other candidates. Therefore, the next step requires you to articulate “why you?” compared to others. This will allow you to create your unique value proposition—in other words, what makes you the best choice for the job. Remember, you’re projecting 10 years into the future here. To do this, complete the table below:

Your Professional Mission	
For...	Who’s your target industry sector or company?
That...	What’s their specific need that isn’t being met?
I am...	What’s your functional role?
Who...	What’s your specific skill or knowledge that’ll satisfy their need?
Unlike...	Who are your competitors who are also trying to satisfy this need?
I...	What unique skills and experience do you have that’ll differentiate you from all the other employees?

Here's a sample of how these questions might be answered.

Your Professional Mission	
For...	Broadcast media
That...	Need communications professionals who are both skilled writers and skilled at content curation.
I am...	Both a writer and a content curation expert.
Who...	A talented writer and a curator of innovative and targeted content.
Unlike...	Those who are <i>either</i> a writer or content producer.
I...	Am a seasoned professional writer with an expertise in digital content production and curation.

In answering these questions, consider the things you love to do and what you're good at combined with real opportunities in the marketplace for you to make a living. If all those elements are there, you've just defined your professional mission! If you have trouble answering these questions, it probably means that you'll have to go interview more people or find some additional information. Be honest with yourself.

What if I get stuck?

Remember, getting to the point where you can articulate your professional mission is hard but important. **Don't be in a rush to move on and don't be frustrated if you conclude you don't have any unique value yet.** At the start of this process, this is understandable.

A key goal of this process is to identify the knowledge and skills that'll make you unique and valuable in the future. The difference between the you of today and the you of tomorrow is the gap that forms the foundation to your Mission Map.

Articulating your 10-Year Professional Mission Statement

Now, you'll condense your answers to these six questions into a concise **10-Year Professional Mission Statement. Keep it under 100 words.** Your mission statement offers a simple description of the future you. Having this mission statement allows you to check if you're spending your precious and limited resources (time and money) on a meaningful purpose.

Here's the trick to an effective mission statement: It can't be constrained by history, the status quo, your comfort zone or your current identity. Your 10-Year Professional Mission Statement is about defining your professional identity; it will be a big part of your personal identity.

At this stage, you don't have to fully understand how to achieve your mission, but you should be able to see some of the major milestones along the way. Below is an example:

“In 10 years, I will be a director of corporate communications and government relations for a global technology company. I will be an expert in financial communications and government relations. I will be a sought-after public speaker and a mentor for emerging talent in corporate communication.”

Defining your 10-Year Professional Mission is hard and it’s a house of cards. When it all comes together it feels great, but sometimes the littlest unexpected thing (good or bad) can disrupt it all.



For this reason, we encourage you to **map out at least three** 10-Year Professional Missions based on **three distinct “what if” scenarios** using the table below. When you’re considering the possibilities for your “what ifs,” be aspirational. For example, “what if” in one of your scenarios you stay in the city you grew up in, but in another scenario, you move to New York? What if in another scenario, you decided to stay in the broadcast media sector for the next decade? But in another scenario, you decided to go work for a non-profit environmental organization? The system-wide implications of one “what if” may be massive or small, but through “what if” planning you can start to understand life’s trade-offs. (We are only considering the professional mission “what ifs” here. In *Designing YOU* we challenge you to think about all the other potential “what ifs” that could influence your future, such as relationships.)

The goal of reflecting on these “what ifs” isn’t intending to paralyze you, but to inspire you. Instead of being crushed when circumstances get in the way of achieving your chosen professional mission, you’ll know that it was only one of many possible scenarios.

“What If” Scenario A: _____	“What If” Scenario B: _____	“What If” Scenario C: _____



As part of the “what if” reflection, engage your mentors for input. Refer to Step 3 of *Designing YOU* if you don’t have a mentor yet.

Don't Forget About Everything Else

If you've come this far, you have a pretty good sense of what your professional mission looks like. Maybe you aspire to be a producer in New York at a global media company or a director of communications at Tesla. Your professional mission should be audacious. Your ambition should highlight the gaps between the you of today and the you envisioned in your 10-Year Professional Mission.

However, there's one problem. You're more than just a paycheck; you have relationships and other passions that extend beyond a career. This is **everything else in our life that is important and only you know what those things are**.

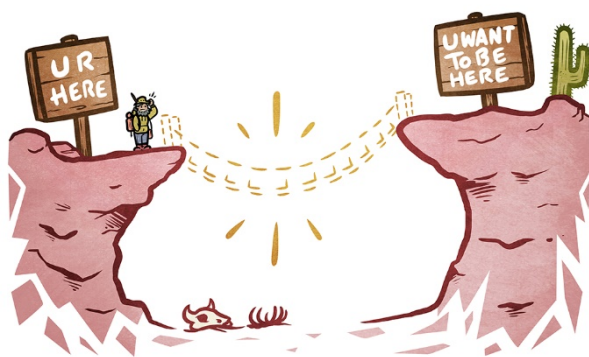
Over your lifetime, you and the world around you will continuously change. This re-iteration process is common. It's a sign of a great professional; a professional who doesn't fall in love with a single idea, but rather who is prepared to change and adapt when the evidence tells them it's time.



At this stage, we recommend you head to Step 5 of *Designing YOU* and test your professional mission relative to **everything else** in your life.

GETTING FROM HERE TO THERE

Your 10-year mission is aspirational and ambitious. It's a little scary, but it's supposed to be. The ambitiousness in your 10-year mission highlights gaps between the you of today and you in ten years. If your mission is the destination, then the gap is the journey—it is the actions required to reach your destination.



The map to get you from here to there involves a series of complex and interdependent activities. In this section, you'll build the Mission Map to get you to your 10-Year Professional Mission.

Link Your Professional Mission to Knowledge and Skills

To create your Mission Map, you'll first need to understand the critical skills core to your 10-Year Professional Mission. Then we'll address the gap between here and there.

First, recall the seven career clusters we introduced earlier—from creator careers to knowledge curator careers. At the highest level, many of the jobs that fall under a specific career cluster will require a **similar set of core knowledge and skills**. You probably saw this trend in the research you did earlier when certain knowledge areas or skills such kept appearing over and over. This is because certain knowledge areas and skills are critical to specific career clusters. So, if you want a career in the “creator career” cluster, there are minimum skills you'll need to develop. **On the next page, we break down the critical knowledge and skills required by the seven career clusters.**

Refer to our four-level ranking system from “not required” to “expert” and rank the knowledge and skills relevant to your 10-Year Professional Mission. By the time you're ten years into your career, you'll need to be at least “great at” (and often an “expert” in) each of these areas.





The next step in developing your Mission Map is a **professional gap analysis** so we can plot your journey. **Complete the Mission Map Table 1 below**, which considers the following four questions:

1. What are the specific priority knowledge and skills (both communications and transferable) required to achieve your 10-year mission?
2. What is your evidence these priorities are important (e.g. interviews, research)?
3. What is the required level you'll need to achieve in 10 years?
4. What is your best guess of your level today?

The third and fourth columns represent your professional gap. **There should be A LOT of gaps. Your Mission Map will allow you to close these gaps over time.**

Mission Map Table 1 – Mission Map Gap Analysis

Specific Priority Knowledge and Skills	Evidence this is Important	Required Level in 10-Years	My Level Today
Evidence of persuasive writing	9 of 10 interviews. 90% of job postings.	Expert	Low

Be sure to share your results with your mentors.

Bridging the Gap

For most twenty-somethings, ten years may as well be 100 years. As a result, a lot of people get frozen by the daunting task of looking ahead ten years. One of the biggest barriers to moving forward is the question:

What is the first *real job* I should get after graduation?

There's a problem with this question. "Real life" doesn't begin after graduation. It's happening right now.

The development of your foundational knowledge and skills is happening in the context of five professional types of **building blocks experiences**:

1. education & learning
2. employment experiences
3. volunteer experiences
4. contextual experiences
5. relationships

The knowledge and skills you defined as critical to your 10-Year Professional Mission can't all be learned by accident. Rather, they need to **be the**

outcome of an intentional development process. In other words, the expertise you'll possess in ten years, whether it be leading a sales team or being a sought-after designer, won't be a fluke.

PROFESSIONAL YOU BUILDING BLOCKS



Let's review each of these experiential building blocks. In your journal, **consider the sample questions based on the current you and the you 10 years into your career.**



Education and learning refers to traditional forms of education (like university or college) and other forms of lifelong learning ranging from professional development courses to awesome podcasts and books.

Questions to explore:

1. What should I major and minor in?
2. What specific courses should I take?
3. Do I need to go to graduate school?
4. What certifications will I need?
5. What podcasts should I listen to?
6. What books should I read?



Employment experience means every job you'll ever have—full-time and part-time alike—that contributes to your skill development (even beyond marketing). While in school, this could include co-op terms, internships, and part-time and summer employment.

Questions to explore:

1. What type of internships or co-op positions should I take while in school?
2. What could be my first job in when I graduate?
3. What are the benefits of working for a communications or marketing agency compared to working for a company?
4. How can I get employment experience so I can become knowledgeable across all seven career clusters?
5. How much time should I spend in various jobs?



Community experience includes all those volunteer and extracurricular activities that contribute to your knowledge and skill development. This might include involvement in clubs, teams or community organizations.

Questions to explore:

1. How can volunteer roles support the development of my key knowledge and skills?
2. How can volunteering support my networking?
3. What types of organizations align with my values?
4. Do I want to assume a leadership position in an organization?



Contextual experience includes international experiences, industry sector experiences, organization size and scope, and travelling experiences.

International experiences: Paid or unpaid international work experience.

Questions to explore:

1. What are the benefits to doing a semester abroad?
2. How can working internationally contribute to my knowledge and skills?
3. How is working internationally different?

Industry sector experiences: Specific industry sector experiences throughout your career.

Questions to explore:

1. How could my choice of industry sector change my job?
2. Should I work agency side, client side or both?

3. I'm not very technical; does this mean I'm at a disadvantage if I want to work in the technology sector?

Organization size and scope: The size of an organization can have a significant impact on the scope and depth of a role.

Questions to explore:

1. How does working for a start-up help me?
2. What are the benefits and risks of me building an entire career in a single large company?
3. Should I take a job at a large global multinational organization to meet my goal of working internationally?

Travelling experience: International experience and exposure to diverse cultures can contribute to your personal and professional development.

Questions to explore:

1. How can travelling internationally contribute to my knowledge and skill development?
2. If I take time out of my career to travel, am I risking being passed by people who don't?
3. Can I blend my desire to backpack around the world with a desire to work internationally?



Relationships captures three major categories—mentors, networking and personal relationships.

Questions to explore:

1. How can mentors help me get ahead?
2. How can my professional network contribute to knowledge and skill development?
3. My professional mission is part of my life—but it's not my whole life. How can I ensure I maintain successful and fulfilling personal relationships while still pursuing my professional mission?

Sample Mission Maps

Before you develop your own Mission Map, we'll review 15 sample Mission Maps based **10 years into a career. Each map is a summary based on interviews and surveys of real people and their real experiences.**

There is never just one single map to get from here to there. **Consider each of these sample Mission Maps as more of a compass than a GPS.** They won't tell you exactly how to get from here to there, but they'll point you in the right direction, tell you where to start and offer example attractions along the route.

Below are the 26 Mission Maps included in *English Major YOU*.

Creator Mission Maps	Commentator Mission Maps
Professional Author Playwright Videogame Scriptwriter Screenwriter	Transmedia Editor Investigative Journalist Digital Commentator Documentary Filmmaker
Communicator Mission Maps	Influencer Mission Maps
Technical Communications Manager Proposal Writer Communications Consultant & Speechwriter Communications Manager	Director of Marketing Director of Sales Social Media Marketing Manager Manager of Community Relations Development Officer
Knowledge Curator Mission Maps	Mentor Mission Maps
Director of Researcher Librarian Corporate Knowledge Manager	Teacher Assistant Professor
Bridge Builder Mission Maps	
Lawyer Politician Project Manager Entrepreneur	

The “10 years into a career” bit is important because **the real people behind these Mission Maps all started in a place like you.** It was their diverse experiences that made them what they became.

The 15 Mission Maps are composed of the following sections:

Job Title & Sector: Pay attention to the industry sector.

Job Description: What this hypothetical person does in their role.

Salary Range: This is the estimated range this position earns (with 10 years’ experience) in Canada in 2017 dollars. As you will note, the salary ranges can vary dramatically depending on the not only the functional role, but also by industry and organization type.

Priority Knowledge and Skills: The knowledge and skills required to be an “expert at,” “great at,” and “good” at in year 10 in this position.

The Tip: Something so important about this person’s role they had to tell you about it.

Building Block Experiences: This section is broken down by the five professional building blocks and examines how each contributed to this professional’s knowledge and skill development.



Regardless of your 10-Year Professional Mission, **read and reflect on all the samples below** and take lots of notes. You may not be interested in being a creative director, but you may find it interesting how a person may have started in the non-profit sector; you may not aspire to be a director of sales, but you may find it valuable how someone used extracurricular experiences to develop their networking skills.



Professional Author

SALARY RANGE (2017): \$29,000–\$77,000²²

I write to entertain, inform or persuade. Whether it's fiction or non-fiction, dark and chilling or warm and uplifting, comedic or tragic, I'm always trying to tell a story. Literature is my forte, and it is through my grasp of language and grammar that I express myself and my ideas. I am a painter of words and a sculptor of phrases. I will often work with publishers, editors and other authors to make sure my writing reaches its maximum potential. Through hard work and perseverance, I will make myself known I will make myself known to readers, publishers and fellow authors.

The Tip: Being a professional author means being a professional salesperson. The exceptional value of your creativity and storytelling will not sell itself. That's your job.

PRIORITY KNOWLEDGE AND SKILLS:

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Advanced Research & Analysis Skills

- Ability to critically analyze literature
- Ability to synthesize key themes from multiple sources

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

Additional Skills

- Excel at core organizational skills
- Excel at intentional curiosity and thoughtful creativity
- Fundamental business acumen
- Marketing expertise

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Arts (English) with a minor in creative writing
- Master of Arts (English literature)
- Very active in writing professional development workshops and retreats

I've always enjoyed telling stories, but was never sure how to go about it. I found that I had a talent for literature, and decided to pursue a degree in English to learn how to better spin my tales.

<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Completed a paid internship at Penguin Random House Publishing • Had a short story published in <i>FreeFall Magazine</i>, and was asked to write more in the future. I ended up writing a series of science fiction short stories on a salary. • I worked as a retail clerk for a while as I continued to work on my novel and build connections • I worked as a creative team member at Wordsworth Writing Camp • I published my first novel with Penguin Random House after being given support and advice from other counsellors and creative team members at camp • I was asked to teach a course in creative writing to aspiring youths at Wordsworth • After my Master's degree, I taught courses in creative writing at the local college • I published a second book with Penguin Random House, and am currently writing the next book in my science fiction series 	<p>My epiphany moment was when I signed up for Penguin Random House's paid summer internship. With a firsthand look at the publishing process, I gained insight into the competitive market of literature and realized how hard I would have to work to get something published. I did everything I could to make contacts within the organization and learn basic sales methods to better pitch my novel. I did a simple part-time retail job to fund my writing, and started small with a local magazine that was willing to publish my work. From there I used my connections to Wordsworth and my newfound credentials to get a job as a creative team member at the camp and worked hard to learn how to teach. I used this to improve my writing, and got my first novel published by Penguin Random House, where I had made a few connections. I was then asked to become a counsellor at Wordsworth, where I taught a course in creative writing. I discovered a joy for teaching, and used the experience to get a teaching job at a local college. I use this career to fund my writing as I continue to make a name for myself as an author.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Joined creative writing club in my community when I was 15 • At Wordsworth Writing Camp, I built my network and identified mentors. I now return as a guest mentor to teach others in a course on creativity. 	<p>I found many friends and mentors at my local creative club and at Wordsworth, where I first learned how to write confidently and creatively.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • I am a <i>Doctor Who</i> fanatic and attend the annual convention in Los Angeles 	<p>I take the time and money every year to fly out to Los Angeles for an annual <i>Doctor Who</i> convention. I end up meeting lots of interesting people. It's great inspiration for my literary endeavors.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Met local artist at writing club • Met professor at camp 	<p>I was introduced to <i>FreeFall</i> by a friend from my local writing club, who got me in touch with someone they knew there. One of the counsellors at Wordsworth turned out to be a professor who shared my interest in science fiction. She ended up mentoring me in the methods of publication and got me interested in teaching.</p>



Playwright

SALARY RANGE (2017): Will depend on numerous factors.²³

I design the blueprints to theatrical productions. I write the script used by the actors, and create the characters they will embody and the settings they'll populate. I sculpt the story and design the cues and at the end of the day it is my ideas that come to life on the stage. I will usually work with actors, set designers, sound managers, stage directors, costume designers and everyone else who takes part in the production of the play to make sure that things work to my intention and to make sure that what I plan is feasible. My work is literature given life.

The Tip: The power of networking and mentoring is critical. Embed yourself in the live theatre community and find yourself senior playwrights, actors or directors who will mentor you. They've all been there before.

PRIORITY KNOWLEDGE AND SKILLS:

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Advanced Research & Analysis Skills

- Ability to critically analyze literature
- Ability to synthesize key themes from multiple sources

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

Additional Skills

- Excel at core communication, interpersonal and organizational skills
- Excel at intentional curiosity and thoughtful creativity
- Fundamental business acumen
- Contextual knowledge of live theatre
- Marketing expertise

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Arts (English) with a minor in theatre and film studies
- Master of Fine Arts in Playwriting from Brown University

I've always enjoyed theatrical productions. To make sure I learned about concise storytelling, I blended an English degree with my passion for theatre through a minor to better leverage my scriptwriting capabilities.

<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Hired in high school as a production assistant for a local children’s theatre company • Wrote and produced five plays for my high school drama society, achieving a scholarship • Worked retail at local theatre prop store to help fund my passion for scriptwriting • Worked as an usher at my university conservatory, where I got my first look at professional production methods • Teach scriptwriting and playwriting at Brown University 	<p>I had a passion for live theatre since my first summer camp. Getting my first job at the local children’s theatre. This opened up doors and let me immerse myself into the field and made many friends and mentors.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • I volunteered at Alberta Theatre Projects to gain some experience and make connections • I joined a drama club at university and ended up writing scripts at a more professional level • To quickly embed myself in the local arts and theatre scene in my new environment, I was very active in the theatre community at Brown 	<p>Volunteering not only allows me to contribute my skills to my community, it broadens my network and relationships. When I arrived at Brown University, I was on my own in a much greater way than ever before. I decided that, if I was going to have to meet new people, I might as well make sure we had something in common, and found the closest drama society available.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • To experience life for myself, I decided to move to Brown in Providence, Rhode Island, to complete my MFA 	<p>I knew that I wasn’t going to get very far if I didn’t have any experiences to provide context to my writing. My move to Brown was a huge step, and tossed me far out of my comfort zone, but it made me the person I am today.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • I had a supportive drama teacher in high school • Thesis supervisor 	<p>My high school drama teacher recognized my talent and passion, and helped my get my scholarship, which I would never have been able to achieve on my own. In university, I did the same degree as my thesis supervisor, which we connected over, and it was he who got me into the MFA program at Brown.</p>



Videogame Scriptwriter

SALARY RANGE (2017): \$48,660–81,300²⁴

I am a born storyteller and gamer. My job involves writing scenes, dialogue and prose for leading video games. I work with a team on defining the world and gameplay mechanics, but am solely responsible for developing stories with compelling, multifaceted characters that have strong

motivations and consistent, dramatic arcs. I own and manage scripts and assist in recording sessions and voice direction. My career merged my two passions in life—gaming and storytelling.

The Tip: Start now. Your degree or diploma won't get you where you want to go; your portfolio of work will. Don't tell them what you can do. Show them you've done it.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media <p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Ability to critically analyze literature • Ability to synthesize key themes from multiple sources <p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience 	<p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel at core communication, interpersonal and organizational skills • Excel at transdisciplinary systems thinking, intentional curiosity and thoughtful creativity • Fundamental business acumen • Fundamentals of programming • Project management
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in computer science • Game Design: Art and Concepts Specialization from California Institute of the Arts via Coursera 	<p>I'd always dreamed of being a game writer, but so do many other people. I followed my passion for storytelling, graphic novels and gaming into a degree in English where I focused on learning to tell a concise story. Leveraging education and learning is critical to be one step ahead of my competition.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Did an internship at local game start-up. This company offered me a position upon graduation. • First position was as game project coordinator. Promoted to story coordinator and was mentored by lead story writer. My focus was character development. • Was given lead game writer role and 	<p>My big break happened by deciding to do an internship one summer. This single decision defined my career. It showed me what I love to do and what I am good at. Working in this start-up, I realized that to become a game writer, I needed to own the world I designed and all the characters in it. It was all up to me. When I went to a larger company, I had an advantage of having “owned” a title already; this set me apart.</p>

<p>launched an app-based game four years after graduation</p> <ul style="list-style-type: none"> Recruited by large gaming company to be game writer for an established series 	
<p>Community Experiences:</p> <ul style="list-style-type: none"> Joined creative writing club in my community when I was 16. I led the graphic novels group, built my network and identified mentors. When I am back in my hometown I host an annual gamer hackathon to mentor up-and-coming game designers Was an executive on my university's gaming club. Very active in gaming community and engaged in hackathons. 	<p>Volunteering not only allows me to contribute my skills to my community, it broadens my network and relationships. The diversity of these relationships forces me out of my comfort zone.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> To progress in this career, I needed to move to a city with a critical mass of gaming companies 	<p>I knew I had to move, but I am only three hours away from my hometown by plane. Balancing my career and life is a challenge and there is no "right" answer when it comes to moving for work. You need to make the decision that feels right for you.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> Cold-called a founder of start-up in my first year of university. This cold call led to my internship and ten years later the founder remains a friend and mentor. 	<p>All relationships require risk taking. The biggest challenge was that first phone call I made. I realized that if I didn't make the call, someone else would. I took a leap and never regretted it.</p>



Screenwriter

SALARY RANGE (2017): Will depend on numerous factors.²⁵

I get to see my dream worlds translated onto the screen. I am a freelancer and I use my talents in storytelling and imagination to write spec scripts intended for film or television, and present these scripts to production companies for development and, ideally, production. Through hard work and perseverance, I make myself known in the film and TV industry and get hired for more work. I have an agent or manager who helps find me jobs and defends, supports and promotes my interests.

The Tip: You need to be both committed and flexible to persevere. Screenwriting is hard work and you need to always be selling your ideas.

PRIORITY KNOWLEDGE AND SKILLS:

Advanced Research & Analysis Skills

- Formulating research questions
- Ability to critically analyze literature

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story

<ul style="list-style-type: none"> • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources <p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience <p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience 	<ul style="list-style-type: none"> • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel at core communication, interpersonal and organizational skills • Excel at intentional curiosity and thoughtful creativity • Fundamental business acumen • Contextual knowledge of film and TV • Marketing expertise
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in film studies • Completed an online screenwriting course in my spare time • Read the classic <i>Save the Cat! The Last Book on Screenwriting You'll Ever Need</i> by Blake Snyder • Watch and analyze scripted movies and television across genres 	<p>The medium still is the message. I love that film as a medium is constantly changing. One of professors took me under their wing and found volunteer and employment opportunities in the film community.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • I was hired as an usher at my local movie theatre • Worked for two summers at local film festival • Summer camp counsellor at a film studies camp • Hired as a communications coordinator for folk festival • Started a film review blog, which ended up acquiring minor recognition and revenue • Blog turned into a vlog after partnering with university film graduates for five years • Turned into video movie review web-series, which I scripted myself • Commissioned to write on web mini-series 	<p>My passion for storytelling and film started as a part time job as an usher in high school. I started a blog to review the movies I saw while on the job, and it slowly grew as more people started reading it. After volunteering for a little while, I was hired at a local film festival for two years, and used this to become a camp counsellor in film studies near the end of university. When I graduated, I teamed up with a couple friends who majored in film studies and turned the blog into a vlog. It eventually became a movie review web-series, generating \$3,000 a month, but I never stopped writing my own scripts. Five years after graduation I was hired to write for a mini-series that ran for one season and received good reviews by critics. That success led to a job in the writing</p>

<p>five years after graduation</p> <ul style="list-style-type: none"> • Hired to write on a major TV series. Promoted to associate producer after a season. A few seasons later I was promoted again to producer. 	<p>room for a major series in L.A. My work there earned me a nomination for a Writers Guild of America (WGA) Award.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Volunteer on board of local film festival • Film critic at school newspaper 	<p>My volunteer gig was what got me my job at the film festival, which cemented my love for the art of film and television.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • I moved to L.A. to work on a TV show 	<p>I was reluctant to leave home to take on this amazing opportunity, but in the end I decided that my passion was more important than my comfort. And it was worth it.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Belong to a creative group of friends interested in film, music, writing, design and art 	<p>My friends, colleagues and neighbours are endless sources of inspiration, knowledge, stories and creative exploration.</p>



Transmedia Editor

SALARY RANGE (2017): \$50,000–\$75,000

As an editor for a digital media company, I am responsible for curating which stories go live and through what medium, including text, video, audio or a combination. I then oversee all aspects to ensure the story meets the rigorous standards of my company. I guide the curation team to ensure the story is adapted to our diverse audience-specific distribution channels. I have three metrics of success: do our consumers trust us, did the story engage our readers, and did it effect a change in the system?

The Tip: The future is not about a single medium, but about telling engaging stories across mediums. Invest in storytelling skills of the future today.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources 	<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media
<p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences 	<p>Additional Skills</p> <ul style="list-style-type: none"> • Contextual knowledge of media industry • Excel at core communication, interpersonal and organizational skills

- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

- Project management skills
- Systematic understanding of current events
- Ability to use specialized communications technology

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with minors in economics and political science • I got my Master of New Media going to school part time • I must stay current on all emerging digital technologies including design, web development and social distribution 	<p>My English degree developed my writing skills and my ability to tell stories to different audiences. My minor in economics and political science provided me the contextual breadth to understand the major issues and themes that impact society and are core to my stories. Doing my Master of New Media was critical for me to learn how to best apply the skills I developed in English across media channels. The one thing that I have learned is that being complacent in this role is not an option. Technology and audience media consumption habits now evolve so quickly that being behind on trends is a career-killer.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Wrote for my school newspaper starting in my first year and was editor in my final year • Developed blog focused on student life. This blog generated \$300 per month in advertising revenue when I was in university. • I worked one summer as a social media coordinator for a local media organization and was tasked with recommending strategies to connect with the 18 to 24-year-old audience • Following graduation, I was hired for a new digital media start-up as part of their content development and editorial team. The start-up has expanded and I was promoted to editor after five years. • I continue to do freelance writing, primarily on LGBTQ issues, for a range of media outlets, building out my professional portfolio 	<p>My employment strategy was to build on my English degree by looking for opportunities to apply my writing skills to develop my portfolio. In a content development role, your portfolio is the only credential that matters. I knew my English BA was a means to an end—but not the end. So, I kept writing.</p> <p>Writing in the school newspaper embedded me in a community of like-minded people and gave me an opportunity to start my portfolio in Year 1. Writing my blog started out as a hobby and more of a rant, but when it started building an audience, I realized I might be able to make a living with my skills.</p> <p>Joining a digital start-up out of university was a huge break because I was given a wide scope from Day 1. It was a sink or swim kind of place, so I learned how to swim VERY fast. Five years later, I am now editor and going to work isn't work.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • In university was active in the Positive 	<p>I have been passionate about LGBTQ issues since high school and becoming involved in this community has brought me huge personal</p>

<p>Spaces initiative and community</p> <ul style="list-style-type: none"> ● I am a passionately involved in the LGBTQ community as a volunteer. I am on the board of local Pride festival. 	<p>support. My passion has turned me into an advocate and storyteller for the community.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● Coming out in high school was the most difficult experience of my life 	<p>Coming out in high school was an experience that is burned into my DNA. It created tension with everyone I loved. This experience led me to become an activist in this community and to ensure young people today have the support that I didn't have. I support them through my stories.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> ● Member and volunteer at the Associated Collegiate Press 	<p>My advice is to find your communities and don't be shy. This is easier said than done, but remember, every single person has been where you have been. So just make that call. Whenever a student calls me for a coffee to talk about the profession, I never say no. Some of my best friends and professional colleagues came from cold calls.</p>



Investigative Journalist

SALARY RANGE (2017): \$54,000–\$119,000

I collect and analyze facts about newsworthy events by interview, investigation or observation. I produce stories across different mediums from print to video to audio. My job is to pursue and communicate the objective truth by engaging and connecting with a diverse audience in a manner that is relevant to them. My reward is making a difference in my community.

The Tip: Get used to thinking beyond your comfort zone. Go into every situation with intentional curiosity. If you can see ways to connect the dots in a story using diverse media, you'll be a high-value colleague.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources <p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience <p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions <p>Apply written vocabulary to audience</p> <p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience 	<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media <p>Additional Skills</p> <ul style="list-style-type: none"> • Contextual knowledge of media industry • Excel at core communication, interpersonal and organizational skills • Project management skills • Systematic understanding of current events • Ability to use specialized communications technology
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in business & society • Certificate in video production from local college • Investigative reporting is evolving rapidly, but my favourite book remains the classic <i>All the President's Men</i> • <u>Gerard Ryle's TED Talk</u> on the Panama Papers and investigative journalism is inspiring 	<p>Being a journalist today is challenging. To maintain a competitive advantage, I need to be agile enough to work across media. I developed an educational plan to deliver on this. My English degree, combined with my certificate in video production gave me the fundamental skills to pursue this career.</p> <p>Today, I focus on informal learning to ensure I understand emerging trends and how they may impact my profession. Learning is core to my job every day.</p>
<p>Employment Experiences:</p>	<p>In journalism, networks create opportunities. I</p>

<ul style="list-style-type: none"> • Joined school newspaper in first week at university. Wrote 12 articles in my first year. Six had accompanying video. • Did a work term at local community newspaper. Hired for two summers while in school. • Hired as a digital media specialist with local TV station. Promoted to the investigative news team. • I am a passionate photographer and generate \$200 per month in iStockphoto revenue 	<p>knew this on Day 1 at university and wanted to ensure I used my time, both inside and outside the classroom, as an opportunity to gain experience and build my reputation as an investigative journalist.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Editor of school newspaper while in university. Remain an alumni mentor. • Active member of the Canadian Association of Journalists 	<p>I am passionate about investigative journalism. I am intentionally curious. I ask questions all the time and look for community opportunities that need this skill.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • I did a semester in France in university to refine my French. I have travelled to 17 countries in 10 years. Travelling is an education in itself. • This profession is highly competitive and requires mobility to progress. I have lived in four cities in 10 years. It is a lifestyle you need to embrace. 	<p>Exposure to diverse cultures reinforced my humility because it showed me the world is big and what I actually know is so small.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • To succeed as an investigative journalist you need to have a reputation and respect. I invest in building social capital every day. I built an active mentoring team when I was in university. • My spouse is my best friend. They are my greatest supporter and champion and have been flexible as my career progresses. 	<p>I know success as an investigative journalist is about building strong relationships and networks. All relationships must be win-win. Being a journalist can involve long hours (early mornings and late nights), so I need to have strong personal relationships.</p>



Digital Commentator – Fashion

SALARY RANGE (2017): Will depend on numerous factors.²⁶

Fashion is both my passion and my profession. I started out by simply blogging my thoughts on men’s fashion, and soon others began listening to my opinions on emerging trends for men. I built a circle of peers who respected my judgment and provided new opportunities and contacts. My writing skills combined with my expertise in fashion have made me a trusted informant for my legions of followers. Today, my full-time job is to tell my stories across different digital platforms from YouTube to Snap to my website and blog.

The Tip: We are all storytellers. But storytelling is a skill you need to learn and practice. Take courses and find opportunities to practice your storytelling.

PRIORITY KNOWLEDGE AND SKILLS:

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Advanced Research & Analysis Skills

- Formulating research questions
- Ability to critically analyze literature
- Ability to develop and execute qualitative research
- Ability to synthesize key themes from multiple sources

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

Additional Skills

- Excel at core communication, interpersonal and organizational skills
- Fundamental business acumen
- Marketing expertise
- Ability to monetize content
- Systematic understanding of current events
- Ability to use specialized communications technology

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Arts (English) with a minor in innovation & entrepreneurship
- Instead of working a part-time job during university, I spent my evenings earning my diploma in fashion at the college across the city concurrently with my BA
- The one thing I learned early was education is lifelong and you are in control of what you learn. Today, my education comes from being engaged in my industry through fashion shows, networking and media like podcasting.
- Currently, [Pop Fashion](#) is my favourite podcast

During high school, I started a blog and a website on fashion trends for teenagers and it started to attract some traffic. After high school, I decided I didn't need any more school because some of the biggest people in tech from Steve Jobs to Mark Zuckerberg didn't do a degree. But after two years, I decided if I was going to make this work, I needed more education, so I took an unusual path. I decided to do a BA in English to develop my core writing and research skills. I also did a minor in innovation & entrepreneurship to support my goal of running my own business. At the same time, I did a diploma in fashion to go deeper into context of my industry.

<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Worked in fashion retail right through high school to graduation from university. It paid the bills (and added a lot of stress) but it also let me embed myself in the industry and better understand how consumers think. • I did one work term as a marketing coordinator for a men's fashion designer in London (U.K.) • I began a blog in high school on teen fashion trends. I was averaging \$100 a month in Google Ad revenue. In university, I repositioned this blog to focus on men's fashion and then focused heavily on video, imagery and podcasting. My various digital fashion mediums now generate \$12,000 a month in revenue. 	<p>I needed to understand how stories are sourced and told, so I leveraged university to learn how to curate content to drive engagement. I then sought jobs in organizations to allow me to apply my skills in photography, videography and copywriting. Growing a digital business as an entrepreneur is a lot of work. It is not just about staring at a screen, I need to be out every day networking or travelling to industry events. This has let me grow my business to a sustainable level, but I still have a long way to go.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • On the board of non-profit Dress for Success 	<p>One thing few people appreciate is that fashion is a major socio-economic barrier. If you can't afford to dress the part, you will never be able to progress professionally. I started in university volunteering for Dress for Success, where we collect professional clothing donations and provide them to people in need. This allows me to use my expertise in fashion as an asset to my community.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • The work term in London was both humbling and inspiring • Voracious consumer of local, national and international fashion news 	<p>My work term in London was shock therapy. I always saw myself as a trendsetter and knowledgeable about fashion, but London taught me how much I had left to learn. It inspired me to dive deep into building a fashion network. I now attend fashion shows in London, Paris, New York and Tokyo annually to see future trends and build my network.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Fashion and technology networking 	<p>I have built what I call my personal advisory team. This team is made up of senior designers and technology professionals who mentor and advise me on my career and my business.</p>



Documentary Filmmaker

SALARY RANGE (2017): Will depend on numerous factors. ²⁷

I am the director, editor and scriptwriter of documentary films. Although I often work with others, such as researchers, camera crews and experts in various fields to help my work reach its full potential, I am still the person responsible for making sure that interviews, footage and edits remain smooth. It is up to me to analyze, gather and translate complex information into a presentation that is both entertaining and comprehensible, all while maintaining the core message of the documentary. I seek to educate and inform in an interesting way.

The Tip: Documentary filmmaking is not only about having a story to tell. It is about having the resources to tell this story. Your greatest skill will be persuading others that they want to invest time, money and their influence to tell your story.

PRIORITY KNOWLEDGE AND SKILLS:

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Advanced Research & Analysis Skills

- Formulating research questions
- Ability to critically analyze literature
- Ability to develop and execute qualitative research
- Ability to synthesize key themes from multiple sources

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

Additional Skills

- Excel at core communication, interpersonal and organizational skills
- Fundamental business acumen
- Contextual knowledge of broadcast/film industry
- Core technical skills of filmmaking
- Ability to raise funds
- Project management skills

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Arts (English) with minors in film studies and policy studies
- Completed film and video production diploma from local polytechnic part time
- I listen to a minimum one creativity podcast per week.

I discovered my passion for filmmaking early. Studying English provided me the academic framework to understand narrative structure. Doing my minor in film studies allowed me to extend this into film. During university, I started in film and video production part time, which enabled me to develop the applied technical skills of filmmaking.

Employment Experiences:

- Completed my first documentary in high school on the challenges facing transgender students. Won young director award at our local film festival (which included a

I am not a nine-to-five person. I've always created my own job. I view my work as simply another classroom. This started with my first documentary while I was still in high school and continued into university, where I started a

<p>scholarship).</p> <ul style="list-style-type: none"> • In university, I started a filmmakers club and secured a grant from a local production company. The club completed a documentary, with two professors, on the future of education when life expectancy hits 100. Film was nominated at <u>Hot Docs</u> and was part of <u>Docx</u>, a section of the festival for non-traditional films. • Today, I am the principal of my own documentary filmmaking company. I operate from project to project and keep a lean organization. 	<p>filmmaker’s club. For all these activities, I needed to learn how to secure financing to see the project through. These projects contributed to winning scholarships to support my educational goals. At this stage in my career, I thrive on the risk and reward of being an independent documentary filmmaker. My professional success is rooted in my talent and commitment.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • On board of Alberta chapter of <u>Documentary Organization of Canada</u> (Doc AB) • Volunteer at local <u>Underground Film Festival</u> • Active in the local screenwriting club since age 17 	<p>I volunteer with people and organizations that understand the power of storytelling (through images, words and music) to change people’s lives and galvanize community action. Discovering the screenwriting club when I was 17 changed my world. I met “my people” and they inspired me to pursue a career in filmmaking.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • During university, I created a multimedia portfolio which included text, video, graphic design, a comic strip, a podcast-style interview, a short story, a print ad, a colouring book and a personal brand book 	<p>Being an independent filmmaker is about finding others who will invest in your dream. They are investing first and foremost in me. This requires me to have compelling evidence that I will do what I say I will do. My body of work does this today.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • A university professor became my mentor and friend. She brought me into a creative group of friends interested in film, music, writing, design and art. • Being involved in Hot Docs opened my network and my world to potential collaborators and partners 	<p>My network is my inspiration. I hang with creative people who challenge each other constantly. This makes me a bigger thinker and a better film maker.</p>



Technical Communications Manager

SALARY RANGE (2017): \$49,000–\$66,000

My job is to produce technical information to help users get to grips with all kinds of technology. This may be in the form of a product manual or a script for a video. The material I produce is designed to allow my audience to use a particular gadget or understand a subject. Sometimes I produce material for a broad consumer audience, such as instructions for a new app. Or I might author material for specialized groups, for example reports on the results of clinical trials. I need enough knowledge to understand the technical subject thoroughly, but my real skill is translating complexity into easy-to-follow guidelines.

The Tip: Go travel internationally. Go do a semester abroad. Go volunteer overseas. You'll realize it's a *really* big world. Once you realize this firsthand, complacency is not an option.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources <p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience 	<p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience <p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to identify target audiences • Ability to create compelling narratives across media <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel at core thinking, communication, interpersonal and organizational skills • Fundamental business acumen • Contextual knowledge of specific industry
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) • Completed <u>Transmedia writing</u> course from Michigan State (via Coursera) • Continually updating my multimedia technical skills • Professional Project Management (PMP) certification via the <u>Project Management Institute</u> 	<p>Technical communications is changing fast; stagnation is a career killer. My English degree and related experience taught me how to concisely communicate complex issues. Today, what was once technical writing has become technical communications as video has displaced or at least augmented most traditional communication. Doing my project management certificate was critical for my promotion to manager.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Retail telecommunications sales during university • Completed internship as technical writer for a technology start-up • Completed second internship for a larger global technology company. Offered a full-time position at graduation. 	<p>My employment pathway was intentional. I built my technology sales credentials early at home, but with a vision of working in a global technology company. My big break was doing internships for both a start-up and a large global company. The pace of the start-up was exciting, but I learned I need structure. The processes embedded in large companies supports this</p>

<ul style="list-style-type: none"> • After four years, I was promoted to technical communications manager. In this role, I have two writers, a designer and videographer report to me. 	<p>need. For example, the company paid for me to complete my project management certification.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Founded the technical writing society at my university. Today, I am an alumni mentor for Arts and Computing students. • I am an active member of the Society for Technical Communication. I chair our professional development sub-committee. 	<p>Being engaged in my professional community is critical for my career. It provides me access to senior people and mentors. It also acts as a lens for what “leading-edge” looks like in technical writing and the professional development required for success.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Doing an international exchange program in high school sowed the seed for my life as a passionate traveler. 	<p>It sounds like a cliché, but the exchange program I did in high school was life-changing. After this, the question wasn’t “if,” it was “where” I am travelling to next.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Focused on building international networks 	<p>I have a genuine passion for other people’s stories. This interest is reciprocated. I consider my international relationships a constant opportunity to learn from others.</p>



Proposal Writer – Technology

SALARY RANGE (2017): \$58,000–\$72,000

My job is to sell the value of my organization, and its products, services and people. I manage a transdisciplinary team from writers to engineers who collaborate to prepare complex winning proposals to clients. As part of this job, I need to understand our client’s needs and then coordinate, synthesize and articulate the value of my organization in a way that is easy to understand and persuasive to our audience, whether that’s a senior executive or a government procurement manager. In my job, I need to thrive on competition because winning is what I am paid to do.

The Tip: Find your professional community and engage in it actively while in school. Every professional has been where you are and wants to help. Book a coffee with one person a week and ask them this single question: “What is the one thing you’d tell your 18-year-old self?”

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to synthesize key themes from multiple sources <p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of a past or present topic and the key audiences it relates <p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience 	<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to identify target audiences • Ability to create compelling narratives across media <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, effective listening, organizational and interpersonal skills • Fundamental business acumen • Professional project management certification • Contextual knowledge of specific industry • Contextual knowledge and skills associated with grant or proposal writing
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in business • Have completed numerous continuing education courses associated with proposal writing via Lynda.com and Coursera • Professional Project Management (PMP) certification via the Project Management Institute 	<p>I found that great proposal writers are great strategists. Great strategists know that communications is a means to an end, not an end by itself. My BA in English combined with my minor in business provided me the ability to develop skills in both communications and strategy. Doing my PMP certification was critical to my professional development as it provided me the skills (and credentials) to manage large cross-functional proposal teams.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Worked part time in telecommunications sales in university • Work term at a marketing agency as copywriter intern • Work term at large marketing agency as junior project coordinator • Hired as an account coordinator with a small agency. Promoted to new business 	<p>Being a proposal writer is about understanding sales and persuasion. For me, a core element of this is learning how to be an active listener. Many of our clients don't know exactly what they are looking for; my job is to know their needs better than they do. I developed this skill as a sales representative in university, where I learned how to support my customers. I combined this with developing my written communications skills during work terms at</p>

<p>proposal coordinator.</p> <ul style="list-style-type: none"> • Recruited by one of my clients (a global technology company) as regional proposal manager. I am responsible for managing the development of client proposals in North America. 	<p>marketing agencies where I worked on diverse client projects from smartphones to tourism to running shoes. This taught me the important role of context.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Very active in student government in university. Was VP – Administration my final year. • I volunteer and am on the board of the local food bank. I write all government and private sector grant applications. • Alumni mentor at my university 	<p>I have always been very active in different communities from student government to my local food bank. Giving back is not only good for my community, it also feels good to make a difference.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Did semester abroad in Australia in my third year at university • Passionate about rock climbing 	<p>My semester abroad reframed my definition of what's possible. My passion for rock climbing requires discipline and focus. Two essential skills for a proposal writer.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • My professional network is intentionally diverse, including salespeople, engineers and marketers 	<p>I seek people who push boundaries in their field. I view the status quo as a creativity killer and need to be inspired by others.</p>



Communications Consultant & Speechwriter

SALARY RANGE (2017): \$90,000–\$130,000

My work isn't to be read, but heard. I know how to craft presentations that target specific audiences and project onto a crowd the exact emotion I intend to instill. I know how to balance vocabulary, sentence structure, tone and emotion to tell a story and enrapture listeners. I work with politicians, business leaders and other public figures to learn their style of speech and help them to more naturally sway audiences with my words. I am the voice behind the voice.

The Tip: View school as only a small part of your education. While in school, commit to working (or volunteering) at least 20 hours each week with a purpose. Become a bartender to develop interpersonal skills... volunteer doing digital marketing for a non-profit... become a leader in a club. This forces you to get out and apply your education.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience <p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media <p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Critically analyze literature and research to generate new ideas • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources 	<p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communications and interpersonal skills • Systematic knowledge of current events
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with minors in policy studies and speech • Master of Arts (political science) • Completed speechwriting course at <u>Harvard</u> • Listen weekly (normally in the gym) to at least one podcast from <u>Great Speeches in History</u> • <u>Dale Carnegie</u> relationship selling course 	<p>This career requires a special mix of skills and knowledge. My education reflects this specific goal. I studied English to develop and refine my written communications and storytelling skills. I studied speech to understand the technical aspects of verbal communication. I studied political science to provide me depth in the contextual knowledge of the topics I am tasked with communicating. This enables me to contribute more strategically to the content and issues I am tasked with communicating.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Did a work term in the local office of a federal Member of Parliament. My job was to manage her local schedule and respond to local issues. I found I had a knack for writing speaking notes and ultimately 	<p>My internship at a local MP's office really set me up. This single decision defined my career. It showed me what I love to do and what I am good at. This positioned me to be selected for a prestigious Parliamentary Internship. Finally, my commitment to my current organization built</p>

<p>speeches for my MP.</p> <ul style="list-style-type: none"> • Was selected for a 12-month <u>Parliamentary Internship</u> • Following my Master’s degree, I was hired by a large government-relations and communications firm as a communications advisor. My specialization has become speechwriting; my clients range from government officials to corporate executives. I recently accepted a transfer to our Washington, D.C., office. 	<p>my personal brand equity; I have an excellent professional reputation.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • On the board of my local Toastmasters club • Volunteer communications consultant for a broad range of non-profit organizations 	<p>Communications skills are incredibly valuable to many non-profit and community organizations. I like volunteer project work so I always have a non-profit client through the central volunteer organization in my community.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • International work and travel 	<p>The Parliamentary Internship incorporated travel to the U.S. and Europe. This opened up my world beyond my country. It also provided me an opportunity to build an international network of likeminded people.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Me an MP in my first year of university when he came to speak to my class. I asked him form a card and 13 years later he is still an important person in my professional life. 	<p>Introducing myself at the end of my class challenged my natural tendency to be quiet. The success of this gave me confidence to become a proactive networker.</p>



Communications Manager – Government Agency

SALARY RANGE (2017): \$100,200–\$127,500

I don’t market tangible goods; I market the services of my government agency. To do this well, I need to know the fundamentals of our agency’s business and translate this into value for a very select group of decision-makers in government as well as stakeholders and the public at large. I also need to understand the political landscape and identify opportunities to build our agency’s reputation as an office of thought leadership.

The Tip: Context is everything in communication. I recommend you start your career at a communications agency working with diverse clients. This is a fast-track to discovering what you love and hate.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources <p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience <p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience 	<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communications and interpersonal skills • Contextual knowledge of working within government • Contextual knowledge of public policy issues
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with minors in psychology and marketing • Certificate in web and social media analytics 	<p>My formal education in English provided a depth of expertise in storytelling structure. Combined with training in psychology and marketing, this gave me the foundation to work in an increasingly convergent marketing communications world. I need to learn something new every day.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Retail sales experience while in school • Worked as a polling station information officer for Elections Canada during federal election • Account coordinator at a communications agency for a summer. Was offered a full-time position at graduation. • Communications coordinator in municipal government. Worked in the mayor’s office. 	<p>Working at an agency allowed me to better manage third parties. Having junior roles (including retail sales) early on gave me the ability to understand the full communications cycle. My project management experience allowed me to appreciate how it all worked together.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Active in student government. VP – Communications in my final year. • An executive of the English Society at 	<p>These experiences allowed me to gain exposure to a variety of perspectives and learn from others about what motivates people. It also improved my work ethic and I learned how to</p>

<p>school</p> <ul style="list-style-type: none"> • Active in local politics as volunteer. Supported communications for two campaigns while in university. Led communications for mayoral candidate in last election. • On board of local foundation and chair of communications and stakeholder sub-committee 	<p>enjoy intrinsic motivators.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • I have always been a policy and news wonk digest everything I can on public policy. This depth and breadth of issues has always served me well. 	<p>It's important for me to be well-rounded because this role is more generalist than specialist, plus I need to be able to influence others.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Developed effective working relationships with executives • Sought out an internal champion within the organization who could support my initiatives via backchannels 	<p>I found that earning the respect of peers who may not always value the marketing discipline was a core skill. I needed to learn how to speak their language and translate my activities into things they appreciate.</p>



Director of Marketing – Publishing

SALARY RANGE (2017): \$100,200–\$127,500

I don't market books; I market inspiration. To do this well, I need to know the fundamentals of my business—publishing—to navigate this world to sell my authors and their ideas. More importantly, I need to understand the broader competitive landscape of entertainment, media and publishing and invest in opportunities to build my company's reputation and the reputation of my authors to my distributors and the end consumer. To be a successful marketing manager in publishing today is recognizing your greatest competition is made up of Netflix, apps and human attention spans, and being knowledgeable and skilled enough to face this competition head on.

The Tip: Marketing needs more great storytellers. Become a greater storyteller and then build on this by developing core business skills.

PRIORITY KNOWLEDGE AND SKILLS:

Advanced Research & Analysis Skills

- Formulating research questions
- Ability to critically analyze literature
- Ability to develop and execute qualitative research
- Ability to synthesize key themes from multiple sources

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

<p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of a past or present topic and the key audiences it relates <p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience 	<p>Additional Skills</p> <ul style="list-style-type: none"> • Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, effective listening, organizational and interpersonal skills • Expertise in all core areas of marketing including strategic marketing, research marketing communications and promotions, and content • Contextual knowledge of publishing, entertainment and media industries
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in marketing • Diploma in finance from local college • Certificates in web and social media analytics • <i>Freakonomics</i> by Steven Levitt and Stephen Dubner 	<p>My formal education in English provided me core skills associated with research and written communication. Doing a minor in marketing was important because this offered me an understanding of core marketing concepts, product, pricing and promotional expertise. Marketing is changing so fast; to be current you need to stay on top of emerging trends. To be a great marketer, you need to invest in continual formal (e.g. social media certificate) or informal (e.g. podcasts and reading) professional development.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Retail sales experience while in school • Account coordinator at a marketing agency for a summer. Was offered a full-time position at graduation. • Became marketing manager for local film production company. My role was to market our films to broadcasters worldwide. • Transitioned to a director of marketing at large national publisher 	<p>Working at an agency allowed me to better manage third parties. Having junior roles (including retail sales) early on gave me the ability to understand the full marketing cycle. My project management experience allowed me to appreciate how it all worked together.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • An executive for marketing club in university • I volunteer for and am on the board of P.A.L.S. – Project Adult Literacy Society 	<p>Keeping engaged in the community was an amazing way to meet interesting and inspiring people. It made me a better professional.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Commit to attending a large <u>publishing marketing conference</u> annually to be exposed to emerging dynamics of industry 	<p>Education doesn't have to end in university. The industry is changing so quickly, I need to focus on where things are going, not where they've been.</p>
<p>Relationships:</p>	<p>Publishing is changing fast and I use my</p>

- I developed a diverse mentor network including authors and tech entrepreneurs.

relationships to challenge my perspective of where the market is going.



Director of Sales – Sport Industry

SALARY RANGE (2017): \$130,400–\$165,800

Some of my friends tell me that I have the best job in the world because I get to sell what I love: the best sport in the world. I'm living my dream, but it's long hours and hard work. For every "yes," I'll get 50 prospects saying "no." But it's the single "yes" that gets me up every day. I'm a manager, a motivator and a mentor to my sales team. My clients are my partners; results data is always top of mind, and my reputation for delivering on what I promise is my life blood.

The Tip: If the most interesting thing about you is something you read in a textbook, you're probably not a very interesting (or unique) person. Go live life and have stories to tell.

PRIORITY KNOWLEDGE AND SKILLS:

Advanced Research & Analysis Skills

- Formulating research questions
- Ability to develop and execute qualitative research
- Ability to synthesize key themes from multiple sources

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Additional Skills

- Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communications and interpersonal skills
- Fundamental business and marketing acumen
- Expertise in sales management
- Contextual knowledge of professional sports

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with minors in marketing and business of sport • Sales training from <u>Mike Weinberg's</u> Sales Simplified course • <u>Dale Carnegie</u> relationship selling course 	<p>I didn't know what I wanted to do when I went to university. English was always a strength of mine, so I continued down that road. In second year, I decided I really wanted to get into sport marketing so I decided to do minors in marketing and business of sport. This is an atypical academic mix, but English taught me the fundamentals of communications while business of sport and marketing were far more applied. Today, continual professional development is in my DNA.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Two sales internships for minor league teams • Customer service representative for a major league team • Account manager for a major league team • Director of sales and marketing for a minor league team • Director of sales for a major league team 	<p>I found performance creates opportunities. The early stages of my career were super hard work and I needed to persevere through rejection. I've learned that most people don't have this driven resiliency, and because I did, I've built a network and a reputation that have become my greatest assets.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Was in membership role for student club • Fundraising lead for local chapter of KidSport • Coach youth sports 	<p>Volunteer activities introduced me to people outside of my industry and network. This created the opportunity to develop and expand my skills, and gave me proof of those skills. My volunteer work has been an important foundation for building a sense of humility.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Have travelled to 18 countries 	<p>Exposure to diverse cultures reinforced my humility because it showed me the world is big and what I know is so small.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Had a professional mentor in first job out of university • Play pickup hockey with people in my industry 	<p>Success in sales is about building strong relationships and networks. I recognize all relationships must be win-win. Sales can involve long hours (early mornings and late nights), so I need to have strong personal relationships who value this part of me.</p>



Social Media Marketing Manager – National Retailer

SALARY RANGE (2017): \$64,000–\$86,000

I am the voice and the ears of my organization. I monitor, contribute to, filter, measure and otherwise guide the social media presence of my brand in real time, and often have a team working under me to keep on top of a constantly shifting Internet landscape. I must remain in contact with my online community and maintain an image that corresponds to my organization's desires and goals. I am responsible for the public's perception of us.

The Tip: Join a club that is outside of your comfort zone. There is magic in being different.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources <p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience <p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience 	<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communication, organizational and interpersonal skills • Expertise in all core areas of marketing including strategic marketing, research marketing communications and promotions • Expertise in content development and curation and technical skills in key programs and apps (e.g. HTML, Illustrator, InDesign, JavaScript, Photoshop, Google Analytics) • Contextual knowledge of retailing industry
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in marketing. • Diploma in digital marketing and design • Continuing professional development courses to maintain familiarity in digital technologies 	<p>My strength has always been my writing narrative. I knew from an early age I wanted to study English. The ability for me to combine this with a minor in marketing (and additional education in digital and design) was a critical sweet spot in today's content driven world.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • During university, I worked as a website designer and content creator for a local retailer • Did a work term at a digital agency as a project coordinator • Worked full-time one summer as the social media coordinator for a local economic development agency • After university, I was hired as the social media coordinator for a local retailer 	<p>In the old days, marketing could be driven bought, now it has to be earned. I build on my formal education but taking increasingly senior positions that developed my skills to create immersive rich content. These roles all demand the fundamentals of a good story. What is my plot, who are my characters and how do I connect this emotionally to an audience to make them care. I remember watching, in a film studies class, a Ted Talk by Andrew Stanton, one of the lead writers at Pixar, about how to tell a great story. This when I first realized how</p>

<ul style="list-style-type: none"> • Three years ago, I was recruited by a large national retailer as their social media and content marketing manager. I now have a team of three report to me including a photographer and videographer. 	I could making a living at doing what I love to do and my talent.
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Teach a pro bono course to non-profit organizations so they can leverage real-time content to drive engagement • On the executive of local photography club • Lead content curator for a local marketing association's digital channels 	I've learned a lot by doing. I gained proficiency with the tools and channels I need for my job, but also learned what resonates with different audiences. I realized early on my passion for creating and finding content is significant and can make an impact on the things that are important to me.
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Active blogger and digital storyteller • Voracious consumer of popular culture and the factors that drive trends 	It sounds silly, but I focused on becoming famous in my organization for being the person who knows what's going on with everyone. This is part of my unique value proposition.
<p>Relationships:</p> <ul style="list-style-type: none"> • I seek mentors who are opinion leaders with diverse experiences 	I need to be social and easy to get along with because if I am, people will let me into their world, allow me to document their stories, and trust I will act in their best interest.



Manager of Community Relations – Resource Sector

SALARY RANGE (2017): \$100,200–\$127,000

The energy company I work for employs thousands of people across many geographic regions. To succeed, we need the goodwill and support of the communities we work in. Our communities' landowners, First Nations, small businesses and other interest groups must trust us. If they do, and we reliably deliver on this trust, we'll succeed. If we lose their trust, our business cannot thrive. My job is to engage these communities, be a great listener and build real trust.

The Tip: In a world of hype for digital connectivity, people forget marketing is about real people. Get out from behind your screen and talk to someone different every day.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources 	<p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience
<p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour 	<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an

<ul style="list-style-type: none"> • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience 	<ul style="list-style-type: none"> • evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communication, organizational and interpersonal skills • Expertise in all core areas of marketing including strategic marketing, research marketing communications and promotions • Expertise in content development and curation • Expertise in community relations and earned media
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with minors in business & society and indigenous studies • Diploma in environmental science from a local college • I read everything I can find on corporate social responsibility from across the political spectrum 	<p>It didn't take long for me to realize that when it comes to strategy, stakeholders can be an asset (through advocacy) or a liability (through active resistance). Multiply this exponentially in the resource sector. So I invested my education in understanding and empathizing with stakeholder types to enable me to make better decisions.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Student ambassador in university and led high school student tours • Upon graduation, started as a communications coordinator for my current employer • Transferred to a non-communications field office role for three years, learning the core business • Transferred back into media relations role as a spokesperson 	<p>Community relations is a senior role that requires years of industry experience. To build to this role, I needed to spend time learning the core businesses of both communications and the resource industry. My experience taught me how to leverage diverse old and new media tools and the technical dimension of the industry. This enabled me to become an effective company representative and storyteller.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Volunteer for a local environmental organization, managing fundraising events 	<p>I coordinate events for local non-profits, allowing the refinement of my event-management skills from promotion to execution.</p>

<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Passionate traveler. My personal goal is 30 by 30. Thirty countries by age 30. 	<p>Travel taught me the reality that "context matters." I've learned humility by recognizing how much I don't know. For me, this</p>
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<ul style="list-style-type: none"> • Did a three-month international posting in Dubai 	<p>recognition has triggered an intrinsic and authentic curiosity in people.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Built a diverse mentor team of engineers, accountants and communicators over the years 	<p>My mentors coached me to avoid specializing too early and to get out of the cubicle and into the field. I owe them a lot for pushing me.</p>



Development Officer – Non-Profit Sector

SALARY RANGE (2017): \$47,187–\$72,232²⁸

My organization makes a measurable difference in our community, but making this impact costs real money. That’s where I come in. Whether it’s raising money to construct a new building or getting funding to develop a new arts program, my job is to connect donors to things they really care about. It’s hard work; you need to be patient and focus on building long-term relationships. But the satisfaction of finding and connecting enthusiastic funders with worthy community programs is priceless.

The Tip: Refine your skills through volunteering in your community. This is an accessible way to build evidence that you can actually do what you say you can do. Once you prove it, someone will hire you to do it.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources <p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience <p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience 	<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communication, organizational and interpersonal skills • Fundamental business acumen • Expertise in sales management • Contextual knowledge of fund development
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in social innovation. • Became a <u>certified fundraising executive</u> • Completed multiple courses on persuasive selling from local college • Read and listen to all things fundraising 	<p>I had no intention of getting into fundraising and fund development. Then I took a summer job as a marketing coordinator in my university’s foundation. That experience energized me and taught me that written communications was an essential skill in business. It also showed me that selling for a good cause didn’t feel like selling at all. It inspired me to build a career in fundraising and community building.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Coordinator for a university foundation • Sales representative in the auto industry • Marketing coordinator in the auto industry • Fundraising manager for a non-profit • Campaign officer for a non-profit • Community outreach for a non-profit • Development officer for a non-profit 	<p>I focused on positions that would give me experience in building targeted skills and assets. From this, I’ve become a great presenter and learned perseverance. These experiences taught me how to become a great listener and storyteller. My job is to become passionate about other people’s stories and to connect stories together. I recently secured a \$10-million family trust donation to a hospital. The family’s story is now an important part of the hospital’s story.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Was a passionate and effective fundraiser for student causes in university • Board member of local chapter of the Association of Fundraising Professionals 	<p>Engaging in these activities was intentional. They offered an opportunity to develop skills and build a network while giving back to my different communities.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Mission-focused travel 	<p>I don’t go on holidays. I travel to make a difference. Every trip I take must have a mission.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Actively network with influential community leaders in both the private and public sectors 	<p>For me to succeed in this job, I needed to thoughtfully build and cultivate networks. I am strategic, intentional and patient. I recognized I needed to invest in relationships for the long haul and focus on reciprocal benefits.</p>



Director of Research – Communications Agency

SALARY RANGE (2017): \$108,000–\$137,000

My job is about transforming customer data and information into a competitive advantage for our clients. In the Google age, information is a commodity; everyone has it, but very few know how to use it to drive their growth. My team’s work helps our clients to make better business decisions based on valid evidence, not only isolated anecdotes. Our expert analytics and findings create insight into the future. I’m part statistician, part anthropologist and all storyteller. My ability to blend the worlds of numbers and emotion is my currency.

The Tip: Your school major will not differentiate you academically, but your minor can. Pick your minors with a clear intention of signaling interest and expertise.

PRIORITY KNOWLEDGE AND SKILLS:

Advanced Research & Analysis Skills

- Formulating research questions
- Ability to critically analyze literature
- Ability to develop and execute qualitative research
- Ability to synthesize key themes from multiple sources

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Additional Skills

- Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communication, organizational and interpersonal skills
- Fundamental business acumen
- Expertise in all areas of research including qualitative, quantitative and mixed methods

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Arts (English) with minors in psychology and marketing
- Master of Science (marketing)
- Completed AMA Digital Marketing eLearning Certificate Module
- VP of local chapter of Toastmasters
- Became TED Fellow

When it comes to numbers and data analytics, people trust credentials. This required me to spend more time in a classroom. But once I had the credentials, plus deep experience, I became both unique and valuable. I'm an analytics guru, an anthropologist and a salesperson all in one. To be effective, I need to persuade senior people to take action on my recommendations because if they don't, I'm just another data nerd.

Employment Experiences:

- Worked as a bartender during university
- Experiential marketing experience from summer jobs
- Pursued sales positioning publishing out of university to understand role of data and

Front-line experience interacting with real customers (e.g. hospitality, promotions) early in my career offered me a lens into consumer psychology. I love analytics and evidence, which led me into data-driven decision-making roles. This gave me expertise in using data to persuade and influence decisions. After a decade on the

<p>metrics</p> <ul style="list-style-type: none"> • Transitioned to a corporate marketing analytics position five-years into career • Transitioned to agency in Year 10 to apply both communications and analytical skills in advising clients 	<p>corporate side, I had the skills and legitimacy to move agency side to advise diverse clients on the role of evidence-based decision-making.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • President of analytics club in university • Alumni mentor following graduation • Involved in local TEDx for nine years, including two years as board chair 	<p>Real-world experience opened me up to people, stakeholders, responsibilities and industries. I got out early and often and met different people with different perspectives. I found that making an impact in my community made a giant difference to my career trajectory.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • President of the debate club in university 	<p>My debate experience developed the core skill of how to structure a persuasive, evidence-based argument. This experience, combined with my love for analytics, was foundational to my career.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Inquisitive personality contributed to proactive networking and pursuing diverse career mentors at all levels 	<p>I built relationships with senior stakeholders early on. I found people naturally like to share their knowledge and impact others, so I made sure they knew the difference they made to me.</p>



Librarian

SALARY RANGE (2017): \$49,000–\$78,000

I know exactly where to find the information you require. I select, develop, catalogue and classify library resources in a way that ensures ease and efficiency. I answer questions, direct library users and manage the data they are looking for. I always have an answer at hand.

The Tip: Be different and do one thing every year that causes people to ask, “So, why did you do that”?

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources 	<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media
<p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences 	<p>Additional Skills</p> <ul style="list-style-type: none"> • Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communication,

<ul style="list-style-type: none"> • Essential understanding of topics and themes as they relate to an audience 	<ul style="list-style-type: none"> • Expertise in knowledge management and information sciences
<p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience 	

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) • Master of Library & Information Science • Ongoing professional development 	<p>I've always loved working with children and teaching. I decided to pursue an English degree to develop my core research and written communications skills and to provide me options for graduate school as I was uncertain whether I wanted to do a Bachelor of Education or a Master of Library & Information Science. In my final year of my English degree, I decided to become a professional librarian.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Worked at the local public library from age 15. I held progressively more advanced positions in different departments to learn the operations of a library. • Was a camp counsellor for two summers in university. In my second summer I was a coordinator with a staff of eight counsellors. • Teacher's Assistant (TA) in the U.K. for 12 months • I was a virtual reference intern with the Virtual Librarian Service 	<p>Being a full-time librarian is rare, as many positions are part time. I knew I needed to differentiate myself from my peers who had identical educational backgrounds. My combination of volunteering, plus my work with children as a camp counsellor and TA differentiated me from my competitors.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Volunteered at the local public library from age 12. I was hired part time when I was 15. • On the board of a literacy non-profit. 	<p>Volunteering in the library system created great opportunities for me to build relationships in the industry and diversify my contextual experiences.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • I took a year off from university to become a teacher's assistant in an elementary school in the U.K. • I traveled to 14 countries 	<p>My parents thought I was crazy to take a year off school and move to the U.K. for work. I worked for basically minimum wage and lived in a dorm room, but the experience was invaluable. My goal was to test-drive if I wanted to become a teacher. Though I loved it, it confirmed my desire to pursue a career as a librarian.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • I had senior professional mentors in the library from a young age 	<p>My professional mentors have made a huge impact on my career. My guides were the librarians I worked alongside from age 12 and</p>

they supported my key decisions later on. They were the ones that recommended English as a major and recommended taking a year off to work as a TA overseas. They also were my references to get into graduate school and ultimately I was hired full time by one of my mentors following graduation with my Master's degree.



Corporate Knowledge Manager

SALARY RANGE (2017): \$82,000–145,000

Sometimes people call me a corporate librarian. The challenge today for most companies is not getting information, it is organizing information so the right people can find it when they need it to make a decision. As the saying goes, “knowledge is power.” In business, well-managed knowledge is also a competitive advantage. My job is to appraise, acquire, arrange, preserve and facilitate access to information for my company. I answer questions for staff and manage the data they are looking for. I always have an answer at hand.

The Tip: Join a professional association while in school. It is a great way to meet professionals in different fields and explore career options.

PRIORITY KNOWLEDGE AND SKILLS

Advanced Research & Analysis Skills

- Formulating research questions
- Ability to critically analyze literature
- Ability to develop and execute qualitative research
- Ability to synthesize key themes from multiple sources

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Additional Skills

- Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communication, organizational and interpersonal skills
- Fundamental business acumen
- Expertise in knowledge management
- Extremely methodological and detail oriented

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in Computer Information Systems (CIS) • Completed M.B.A. with a concentration Management Information Systems (MIS). Paid for by my company. • I listen to one APOC podcast on knowledge management trends weekly 	<p>My formal education in English provided me core research and communications skills. This, combined with training in CIS gave me the foundation to work in an increasingly complex (and changing) world of knowledge management (KM). I ultimately pursued my Master's in MIS part time while working. To keep up, I am an avid listener and reader of all things KM.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Worked in sales for an electronics retailer part time in university • Did a work term while in school as a database analyst for a non-profit organization • Started as a web developer and IT support specialist following graduation for a small IT consulting firm • Recruited by one of our clients (an energy company) as knowledge management coordinator. In this role, I designed the system that stores all company information including documents, photographs, maps, manuscripts and audio-visual materials. 	<p>Taking a position for a small IT consulting firm allowed me to better understand the KM industry and learn to manage clients. Having junior roles (including retail sales) early on gave me the ability to understand how to work with people. Some I loved. Some I didn't. But it gave me a better sense of the type of people I thrive with and the culture I could succeed in. One day, one of my favourite clients offered me a job I couldn't turn down. This is the reward for being technically skilled and having developed my interpersonal skills. That company invested in my professional development by funding my Master in MIS.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • I was very active in student government and was VP – Communications for the student union in my final year • I am an active member in the local chapter of DAMA, the Data Management Association International 	<p>Student government allowed me to gain exposure to a variety of perspectives and learn from others about what motivates people. It also forced me to be excellent at time management. This is an essential lifelong skill. I attend one DAMA conference annually. In addition to the networking potential, it's an important window into the future of the industry.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Have worked in both independent consulting and for corporations 	<p>The best decision I ever made was to do consulting early in my career. Every day was something different. Building a new website for a client one day, to designing a database the next day. I had to learn fast if I wanted to be profitable.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Worked with diverse clients and managers from different parts of the organization 	<p>My clients and peers aren't all technical. I learned very early that to succeed, I'd need to learn how to speak their language. I can translate my job in a way my colleagues appreciate.</p>



Teacher – High School

SALARY RANGE (2017): \$47,000–\$83,000²⁹

I am an educator and mentor. To be a high school teacher is a serious commitment. My day rarely ends at 3 p.m. nor my week on a Friday. There are students who need support and guidance and my job is to give them the tools to succeed in the classroom and in life. There are lots of highs and some lows too, but I tell my students that commitment and passion differentiate a successful student from the pack. The same can be said about teachers and mentors.

The Tip: Pick external certifications that align to your mission and build a plan to get these one by one. They not only signal expertise, they signal intentionality and focus.

PRIORITY KNOWLEDGE AND SKILLS:

Advanced Research & Analysis Skills

- Formulating research questions
- Ability to critically analyze literature
- Ability to develop and execute qualitative research
- Ability to synthesize key themes from multiple sources

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Additional Skills

- Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communication, organizational and interpersonal skills
- Teaching certification

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Arts (English) with a minor in speech
- Bachelor of Education

I knew I wanted to study English and aspired to be a teacher. Doing a double major was a lot of work and took a lot of time, but it makes me highly competitive.

<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Camp counsellor in high school and university. My final year I was the sport program coordinator. • Undergraduate research assistant. Supported professor studying impact of communications technology on primary education. • Taught in South Africa for three years following graduation (private school) • High school English teacher for past five years. I also supervise the school newspaper, yearbook and debate team. 	<p>I learned how to be flexible and thrive within ambiguity. I learned how to rely on others and to be relied upon. I got comfortable with a fast-paced environment with high potential for the unexpected. My experience allows me to control my emotions, so stressful situations don't escalate. I practice the best ways to check in with people and how to defuse tension.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • I am very active in the regional debate and speech society and have been on the board for the past three years 	<p>I have fallen in love with debate. Last year my school's team went to the national competition. I spend a minimum of 20 hours a week with my debate students or coordinating regional competitions. The skills students develop in debate and speech club are hugely valuable and to see their progress is incredibly rewarding.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Active in debate club at university. Made nationals my final two years. 	<p>Debate has become core to my DNA since university. Doing a major in English and a minor in speech was a perfect combination to support my development as a debater and educator.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • I have had mentors since university. These mentors ranged from English professors to engineers and executives. 	<p>Debate research gave me a reason to cold call people for informational interviews to talk about their area of expertise and to learn more about their jobs. Today, I count many of the people I cold called for debate as friends and colleagues.</p>



Assistant Professor – English

SALARY RANGE (2017): \$70,000–\$130,000

My job is part author, researcher and mentor. As a tenure-track professor in English, I publish actively in both peer-reviewed (e.g. journals) and non-peer reviewed forums. I recently published my first fiction book for young adults. As a researcher, I am currently studying the impact of liberal arts education on job-specific skill development in technical fields. Essentially, I ask the question, “what is the value of liberal arts for engineers and computer scientists?” I am a mentor to my students. I teach both entry-level and senior-level English courses and am rewarded by the transformation of students during their time at my university. My job is less about teaching and more about inspiring and supporting student success.

The Tip: Be focused, but always be prepared to pivot when the opportunity arises.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources <p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience <p>Advanced Communication Skills</p> <ul style="list-style-type: none"> • Formulate and defend positions • Sensitivity to how communications is shaped by circumstances, authorship and intended audience • Formulate and defend positions • Apply written vocabulary to audience 	<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel in defined core transferable skills with a focus on thinking, communication, organizational and interpersonal skills • Expertise in specific area of research including the completion of a Ph.D. or equivalent
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English–Honours) • Master of Arts (English) • Ph.D. (English) 	<p>I spent a full decade in university. There were lots of highs and lows, but a Ph.D. is about discipline, focus and commitment. There is a reason why only 50% of those who start their Ph.D. actually complete it.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Was a tutor during my undergraduate degree • Had progressively senior editor roles in our school newspaper • Was a research assistant my final undergrad year for my honours supervisor • Worked for two summers as a communications coordinator for a non-profit agency • During my Master’s and Ph.D., I taught undergraduate courses and was a teaching assistant • Visiting professorship in New Zealand • Current role is a tenure-track assistant 	<p>Being a university professor is highly competitive. Many faculty today are only part time or contract. I knew early on I wanted to be a university professor and focused my academic and professional mission on achieving this. It required demonstrating research, publishing and educational expertise. I needed to be flexible early in my career and ultimately it paid off with a coveted tenure-track appointment</p>

professor of English at a comprehensive university	
Community Experiences: <ul style="list-style-type: none"> • I am very active in my local literary society where I mentor and teach children and adults who aspire to be authors 	I teach regular workshops for a wide range of ages on all topics related to writing. This includes: how to start a novel, how to write an amazing scene and how to publish your book.
Contextual Experiences: <ul style="list-style-type: none"> • My mother is an English professor. For as long as I can remember, I wanted to follow in her footsteps. • During my undergraduate degree, I published several literary works in newspapers and magazines. These included book and film reviews and original stories. I also co-authored a peer-reviewed study with my honours supervisor. • I did a 12-month visiting professorship in New Zealand, where I mentored as a senior scholar in my field 	Being a university professor is about synthesizing my experience as an author, researcher and educator to tell my professional story. Leveraging this flexibility to create unique worth makes me valuable to different audiences.
Relationships: <ul style="list-style-type: none"> • To succeed as a professor, your network is critical. My professional network includes educators, authors, publishers and former students. 	My network is very important to me. I lean on it every day for inspiration and offer the same to my connections. Being an author can sometimes be isolating, so having a community to support you through the inevitable writer's block is essential.



Lawyer – Environmental Non-Profit

SALARY RANGE (2017): \$80,000-\$180,000

I represent my organization in a range of legal proceedings. I draw up legal documents and manage or advise my organization on legal transactions. To do this well, I must be an exceptional researcher and systematic thinker. I need to examine precedents and diverse legal documentation and engage different people from colleagues to governments to experts. To succeed, I need to translate evidence into a compelling and persuasive story, both in text and orally.

The Tip: Today the core skills of English are increasing in demand. Evidence-based decisions rooted in persuasive storytelling are foundational for any senior professional's success.

PRIORITY KNOWLEDGE AND SKILLS:

Advanced Research & Analysis Skills <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research 	Evidence-based Storytelling Skills <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences
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- Ability to synthesize key themes from multiple sources

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

- Ability to create compelling narratives across media

Additional Skills

- Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communication, organizational and interpersonal skills
- Completed degree in law and passed bar exam in appropriate jurisdiction

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in international business & economics • J.D. (law degree) • Understand the science of human decision-making and motivation by reading books like Daniel Kahneman's <i>Thinking Fast and Slow</i> and Dan Ariely's <i>Predictably Irrational</i> 	<p>My major in English provided me the core written communications skills essential for law. It also provided me the flexibility I sought as I was uncertain of my career path until my final year in my undergrad.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Worked as a bartender in university • Was a resident assistant in university • Completed internship as a communications coordinator at law society during undergraduate • Worked three summers at a global environmental non-profit. I was mentored by their regional in-house counsel. 	<p>In university, I was intentional in seeking roles that would develop specific skills. Bartending was good money, but it also developed organizational and interpersonal skills. My internship at the law society was what reinforced my desire to pursue law school. I needed this confidence before I committed to another three years of school. Finally, my summers in environmental law combined my personal values with my professional goals.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Was president of my law school's legal society • I provide volunteer legal counsel for a local women's shelter 	<p>Volunteering my legal expertise at the local women's shelter is personally rewarding. These are women who need urgent legal counsel and I commit three hours per week to support them.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Growing up in an environmentally conscious family 	<p>I was born to a family who values social activism. I remember attending my first rally as a six-year-old. My parents taught me that getting engaged in your community was not an option,</p>

	but a necessity. They never told me what causes I needed to engage in, but engaging was in my DNA. I remember my first success: lobbying to introduce recycling into my elementary school. From there, I never stopped.
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<p>Relationships:</p> <ul style="list-style-type: none"> • I focused on developing a mentoring team early. I knew I wanted to study law, but it was a big commitment. I did many informational interviews with a broad range of lawyers and this gave me confidence I was on the right path. Two of these lawyers remain mentors to this day. 	<p>My advice is to start building relationships with intention now. Just make the first phone call or send that first email. You will find that most people will be more than happy to have a coffee and offer advice and support.</p>
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Politician – Municipal Government

SALARY RANGE (2017): Will depend on numerous factors.³⁰

My goal has always been to make a difference in my community. I was what people would describe as a social activist during my childhood and teen years. Being passive was never an option for me. Today, I am an elected member of my city council and my mandate is to be the voice of my community. This job’s responsibilities are diverse and you need to have an open mind because one minute you may be debating a \$100-million budget issue and the next, you’re discussing the garbage collection schedule with a constituent.

<p>The Tip: Empathy is your greatest asset. The ability to walk in the shoes of others and share their perspectives makes you a better decision maker and a better person.</p>

PRIORITY KNOWLEDGE AND SKILLS:

<p>Advanced Research & Analysis Skills</p> <ul style="list-style-type: none"> • Formulating research questions • Ability to critically analyze literature • Ability to develop and execute qualitative research • Ability to synthesize key themes from multiple sources <p>Contextual Knowledge</p> <ul style="list-style-type: none"> • Knowledge of human behaviour • Understanding of context and values of audiences • Essential understanding of topics and themes as they relate to an audience 	<p>Evidence-based Storytelling Skills</p> <ul style="list-style-type: none"> • Ability to use research to develop an evidence-based story • Ability to generate story ideas • Ability to identify target audiences • Ability to create compelling narratives across media <p>Additional Skills</p> <ul style="list-style-type: none"> • Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communications and interpersonal skills • Contextual knowledge of public policy
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Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with minors in Policy Studies and Speech • M.B.A. paid for by my organization. 	<p>Politics is a unique context that requires a wide breadth of knowledge and ability to really connect and empathize with your constituents. My combination of my major and minors were foundational for my career.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Completed internship for a small local environmental non-governmental organization (ENGO) • Worked in a policy and communications role for the ENGO following graduation; ENGO funded my M.B.A. • Ran for city council while in university and lost. Ran again eight years after graduation and was elected to my first term 	<p>I have always been a very visible social activist. My ENGO paid for me to complete my M.B.A. part time and I worked in my communications role. I want to make a difference, but I recognized I had a lot to learn and had to be patient. Being a politician is not glamorous and it's not about getting rich. Rather it involves many dinners, BBQs and speeches. The pay-off for me is impacting the people who put their trust in me.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Active in student government since age 12 • Began volunteering for a variety of ENGOs since high school • Maintaining a reflective journal • Chaired fundraising campaign for a community environmental organization 	<p>It's a cliché, but follow your passion, but do it with focus and structure. Since I was 15, I have committed to volunteering a minimum of three hours a week. When I was about 18, I started a journal to actively reflect on my learning from my experiences. I still maintain my journal and keep them all on a book shelf for inspiration.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • My family are all social activists. Both of my parents are far left-wing politically and this affected the household I grew up in. Each ran for elected office over and over and there were few weekends growing up that didn't involve marching or protesting issues. For me, this was simply the norm. 	<p>People tell me I was born to be a politician. This is true. Dinner time at our house often involved debating public policy and social change. To say my activist mentality was inherited is an understatement. I believe, like my parents, that we have a duty to civic engagement and should all make a measurable difference in our community.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Parents are my inspiration • Activist friends from my time volunteering and studying • Had professional mentor in first job 	<p>My road as a social activist has been inspired by the people in my life. My family defined my values in community and those around me at school and volunteering gave me the guidance and confidence to make a difference.</p>



Project Manager – Automotive Sector

SALARY RANGE (2017): \$84,500–\$102,600

My job is to manage major marketing projects end to end for a large auto manufacturer. Our projects are big and so is the risk. Sometimes I may be managing projects with five people or sometimes it will be fifty. My job is about being super organized and ensuring all the people and moving project parts are connected and working together. If I do it well, my bosses and my team will be happy and we all profit. If they are not managed well, it will impact team morale and our bottom line.

The Tip: As they say, time is money, so explore opportunities to develop evidence of organizational skills. For example, join an executive of a club or organize an event in your community. There are endless opportunities.

PRIORITY KNOWLEDGE AND SKILLS:

Advanced Research & Analysis Skills

- Formulating research questions
- Critically analyze literature and research to generate new ideas
- Ability to develop and execute qualitative research
- Ability to synthesize key themes from multiple sources

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Additional Skills

- Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communication, organizational and interpersonal skills
- Expertise in project management including professional certification

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Arts (English) with a minor in supply-chain management • Professional Project Management (PMP) certification via the <u>Project Management Institute</u> (paid for by my company) • Follow the Project Management topic and articles in the <u>Harvard Business Review</u> • Understand the science of human decision making and motivation by reading books like Daniel Kahneman’s <u>Thinking Fast and Slow</u> and Dan Ariely’s <u>Predictably Irrational</u> 	<p>My major in English introduced me to the importance of communications and research. It also taught me to be a problem solver. I took an elective in project management, which led me to a minor in supply-chain management. At graduation, I committed to completing my PMP certification in five years.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Server in university • Residence leader in university • Marketing coordinator for a local car dealership while in university • When I graduated, I was hired as a regional dealer manager for one of the large auto manufacturers. After four years, I was transferred to the North American head office outside of Detroit. I am now a project manager in the marketing and sales group. 	<p>Getting engaged in the hospitality sector contributed to the development of my organizational skills. When I graduated, I got comfortable in a fast-paced environment with high potential for the unexpected. This experience positioned me well with both the skills and the network at graduation to transition into the industry full time.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • I have been a car fanatic since age five. I am very active in our local car club and was recently elected to the board. 	<p>I was fortunate to know the industry I wanted to dive into early. I was able to build my network and my community around the auto industry and could leverage this for experience.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Was a varsity athlete in university in a team sport and was voted captain in my final year 	<p>I developed a strong work ethic and a reputation for getting things done no matter what. The discipline required in a high-performance team sport taught me the importance of coordination and leadership.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • I built a network in the auto sector from a young age. The local dealer became my mentor and championed building my professional network in the sector. 	<p>The auto industry is a small world. If you think you know what industry you want to go into, reach out and book a coffee with people to talk to them about their experiences. Everyone has a great story to tell.</p>



Entrepreneur – Social Innovation Start-up

SALARY RANGE (2017): \$40,560–\$122,005³¹

I started my own business to focus on making a difference to young people. As an entrepreneur, I'm part financier, part product manager, part human resources manager, part market researcher, and I'm always selling my vision. In this job, I need to have confidence in my vision, the ingenuity to deliver my vision within limited means and the enthusiasm to effectively tell the story and move others to action. I also need enough humility to adapt my solutions to changing market conditions and feedback.

The Tip: Don't get a mentor. Get *mentors*. No single person has all the answers. I find the real learning isn't in what they agree on, it's what they disagree on. This is where you can really start to ask hard questions.

PRIORITY KNOWLEDGE AND SKILLS:

Advanced Research & Analysis Skills

- Formulating research questions
- Ability to critically analyze literature
- Ability to develop and execute qualitative research
- Ability to synthesize key themes from multiple sources

Contextual Knowledge

- Knowledge of human behaviour
- Understanding of context and values of audiences
- Essential understanding of topics and themes as they relate to an audience

Advanced Communication Skills

- Formulate and defend positions
- Sensitivity to how communications is shaped by circumstances, authorship and intended audience
- Formulate and defend positions
- Apply written vocabulary to audience

Evidence-based Storytelling Skills

- Ability to use research to develop an evidence-based story
- Ability to generate story ideas
- Ability to identify target audiences
- Ability to create compelling narratives across media

Additional Skills

- Excel in defined core transferable skills with a focus on transdisciplinary systems thinking, adaptive thinking, communication, organizational and interpersonal skills
- Fundamental business acumen

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Arts (English) with a minor in social innovation

I followed my passion into a degree in English and then a B.Ed. What gets me up in the morning is making a difference to young people. As a guidance counsellor, I identified

<ul style="list-style-type: none"> • Bachelor of Education. Completed additional courses and professional development in guidance counselling. • Master of Business Administration (entrepreneurship) • A commitment to being a lifelong learner. I read one book a month. • Listen to the Stanford Social Innovation Review SSIR podcasts 	<p>opportunities to enhance our school's program delivery through process innovation. This led me to complete my M.B.A. in entrepreneurship and pursue my mission to change the world through social innovation.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Guidance counsellor for six years • Founder of a social innovation start-up focused at developing digital support for career counselling and training. Secured a three-year government grant to fund pilot 	<p>Experience as a guidance counsellor set the stage for my career change. The change wouldn't have been possible without my background in counselling. My career pivot was less about a long-term plan and more the result of learning about myself and what I can do for the world.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Since my second year of university, I have spent one week a year volunteering at a school overseas. For the past four years, I've coordinated the trip. 	<p>A passionate professor in university introduced me to this field school program where I still spend one week a year abroad mentoring young teachers and educators.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Worked in both big and small organizations • I am a passionate believer in Margaret Mead's principle that "...a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has." 	<p>I discovered I loved being a guidance counsellor, but the system and structure limited my impact. My contextual experience allowed me to develop the ability to reflect on how to maximize my impact.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Developed a diverse team of mentors inside and outside of education. This includes senior people in education, entrepreneurs and professors. 	<p>The diversity of my mentors often creates internal conflict and challenges. This is a good thing. I see how building a uniform mentor team of people "just like me" can be comforting, but I found it to be a poor strategy. I now use mentors to challenge what I think I know.</p>

CONSOLIDATING YOUR MISSION MAP

This is it. Now that you’ve been inspired by the sample Mission Maps, it’s time for you to connect the dots and put it all together in a concise and actionable plan. To develop your Mission Map, refer to the knowledge and skill gaps you identified in Mission Map Table 1 and link these to professional building blocks. In the sample below, data analytics was identified as a gap. **To close this gap, we identified four possible building block activities.** Executing these activities is your Mission Map.

You might find it useful to create a checklist based on the activities you’ve identified as key to your mission. See the appendix for a Mission Map checklist designed to be accomplished during a four-year university program.

Mission Map Table 2 – Linking to Professional Building Blocks

Knowledge or Skill Gap	Professional Building Block Activities Required
Data analytics	Education: Do my minor in statistics. Employment: Internship or summer job at sport marketing agency. Community: Join analytics club at school. Relationship: Secure a mentor who is immersed in analytics.

Mission Map Finale

You’ve put in the work and now it’s time to write down your Mission Map in your journal. Follow the template below. This information includes the concise 10-year mission statement from earlier and the professional building block activities from Table 2 above.

What is your final 10-year mission statement?

What are the priority knowledge and skills you’ll need to achieve your mission?

Expert	Great at	Good at

What are the building block experiences you'll need to achieve your mission?

Now map out priority building block experiences you'll need to achieve your mission. In the near-term (years 1-3) these should be more refined. For example, these may include specific courses or volunteer opportunities you'd like to pursue. In the longer-term (years 7-10) your building blocks will be more aspirational.

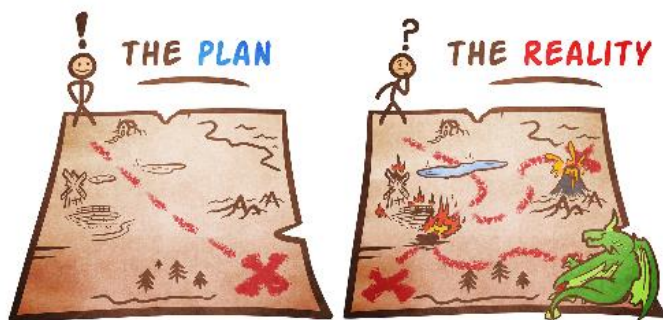
Experiences	Years 1-3	Years 4-6	Years 4-6
Education & Learning Experiences			
Employment Experiences			
Community Experiences			
Contextual Experiences			
Relationships & Mentors			

ADAPT AND CHANGE

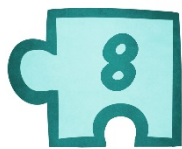
“THE MEASURE OF INTELLIGENCE IS THE ABILITY TO CHANGE.”

–Albert Einstein

During our interviews with working professionals for this series, we’d ask a common question: “What advice would you give your 18-year-old self?” The most common answers were to be proactive and develop a plan, **but embrace opportunities** when they come. In other words, planning to be a VP of marketing in ten years is important, but always **be prepared to adapt and change** as you grow and learn.



This principle of evolution is essential. Your 10-Year Professional Mission in your 30s will look very different from the 10-Year Professional Mission in your 20s. Regardless of where you are on your 10-year Mission Map, don’t sit back. Life inevitably will throw you a curveball. You’ll find new skills, new interests, opportunities and relationships. But that’s why this process is so important and fun.



Adapting, learning and growing are your only options. At certain times in your life, your professional mission may be most important, and at other times it may be your relationships, your health & wellness or your spirituality. How and where they each fit in depends on how you define success at any moment in time. Stepping back and reflecting on everything else important in your life gives you a solid foundation to make those big (and small) decisions in life.

Recall, you considered several “what if?” scenarios before arriving at your 10-Year Professional Mission. That same exercise is really practical throughout your life. When you’re faced with a change in life, use it as a reason to wonder “what if?” and revisit your 10-Year Professional Mission. If you have a job opportunity on the other side of the world, consider what your 10-Year Professional Mission might be if you went for it. If you lose your job in a recession, consider “what if?” scenarios around going back to school, or starting your own business, or taking time off with the kids. “What if?” is your best tool against sticking to a path simply because you’re already on it.

AT A GLANCE

1. *English Major YOU* is based on three steps: (1) Explore; (2) Define your professional mission; (3) Designing your Mission Map.
2. To design you, you need to be intentionally curious.
3. Start a journal so you can reflect every day on the process of designing your as an English major
4. Careers are influenced by three big questions:
 - What functional job do I want to do?
 - What industry do I want to work in?
 - What type of organization do I want to work for?
5. It is critical for you to get a team of professional mentors.
6. When plotting your 10-Year Professional Mission, you must focus on the development of core and advanced transferable and job-specific knowledge and skills.
7. Careers are influenced by prevailing trends—from technology to demographics—that are redefining that it means to be a communication professional. Reflect on how these trends may influence your mission and the knowledge and skills that'll be valued in the future.
8. Commit to doing rigorous research when defining your 10-Year Professional Mission. Be patient and remember to triangulate your research from credible sources.
9. When you think you've defined your 10-Year Professional Mission, reflect on everything else in life and how you define success. Don't be afraid to stop and change if your professional mission doesn't align with all these other important factors in your life.
10. Designing your Mission Map is based on connecting four questions:
 - What's your 10-Year Professional Mission?
 - What skills are critical to your 10-Year Professional Mission?
 - What professional choices and experiences (building blocks) create the critical knowledge & skills demanded by your professional mission?
11. Once you've answered these questions, build a map to deliver on your professional mission:
 - Evaluate your 10-Year Professional Mission scenarios and be ready to change directions if the evidence tells you it's time.
 - Borrow from the sample Mission Maps included in *English Major YOU*.
 - Engage your mentor(s) for feedback. They are the experts.

APPENDIX

KNOWLEDGE AND SKILLS GLOSSARY

Core Transferable Skills

Core Thinking Skills

Analytical thinking: The ability to deconstruct issues (and data) into smaller, more manageable pieces, use evidence and reasoning to identify unique relationships and weigh the costs and benefits of the alternative actions discovered.¹

Transdisciplinary systems thinking: In the future, it won't be good enough to be an expert in just one specific area. The ability to understand and apply knowledge from across disciplines and can think like the experts in those disciplines will be essential. Transdisciplinary systems thinking is highly dependent on being intentionally curious beyond one's natural area of expertise.

Problem solving: Problem solving often leverages analytical thinking. Effective problem solving is made up of four inter-related skills:

- The ability to identify vital questions and problems and communicate them clearly.
- The ability to gather and evaluate relevant information.
- The ability to think open-mindedly, recognizing and assessing assumptions, implications and practical consequences.
- The ability to come to well-reasoned conclusions and solutions, testing them against relevant criteria and standards.

Adaptive thinking: The ability to successfully adjust to changes in circumstance or environment. Adaptability includes learning and growing from experience.

Intentional curiosity: The ability to be curious with a purpose and identify and explore a deeper meaning than what is being overtly expressed. Intentionally curious people look at the world (and their place in it), see big questions, are humble enough to acknowledge they don't know it all and seek to understand the unknowns.

Thoughtful creativity: Bringing a fresh voice or approach that helps projects stand out in a noisy marketing environment, yet in a way that is appropriate for the corporate culture of an organization, client and brand.

Core Communications Skills

Written communication: The ability to share information and explanations with a target audience in writing in a persuasive, engaging and influential way. This includes grammar, tone, vocabulary and style.

Verbal communication: The ability to share information and explanations with a target audience by speaking in a persuasive and influential way. This includes vocabulary, tone, pace, volume and articulation.

Non-verbal communication: The ability to indirectly imply meaning through non-verbal cues that subtly influence a target audience. This includes body language, such as gestures, expressions, stance, eye contact, proximity and appearance.

Effective listening: The ability to commit full attention to what other people are saying, taking the time to understand points being made and ask questions when appropriate, without interrupting at improper times.

Persuasive storytelling: The ability to leverage a story, supported by evidence and delivered with conviction, to influence the attitudes or behaviour of a specific audience. The persuasiveness of a story may be influenced by the mediums used to tell it (speech, video, visual, text). For example, an accountant may be influenced by a logical argument supported by statistics; whereas a graphic designer may be influenced by a story that possesses depth and emotional appeal.

Conflict resolution and negotiation: The ability to resolve conflict or create common ground and reach an agreement to settle a topic that creates friction between individuals.

Core Interpersonal Skills

Cross-contextual competency: The ability to work well no matter the context. The contextual setting can include the culture, socio-economic conditions, organization size, industry type and team composition in which one is working. Having cross-contextual competency requires adaptive thinking and communications skills to operate effectively across contexts and with diverse people.

Effective leadership: The ability to guide others to complete a task through charisma, rank, intellect, will or experience. A leader's influence may be formal (e.g. a boss) or informal (e.g. social influence). Effective leadership includes three elements: the ability to establish a clear goal; the ability to communicate this goal to others; and the ability to balance the interests of others to engage them to deliver on this goal.

Self-confidence: To trust in oneself and in one's skills, abilities and knowledge.

Work ethic: To find value in a job well done and understand the importance of doing high-quality work with the discipline and determination to complete any assigned task.

Effective team player: The ability to cooperate with others to work towards a common goal.

Emotional intelligence: The ability to identify, assess and influence one's own feelings and the feelings of others. Emotional intelligence requires a mix of self-awareness and empathy

towards others. There are six recognized dimensions to emotional intelligence: emotional management, self-awareness, optimism, motivation, empathy and social skills.²

Core Organizational Skills

Self-starter: The discipline and ambition to start a task, regardless of difficulty, with limited guidance from others and be self-reliant under pressure.

Time management: Efficiently and effectively managing one's own time, the time of others and deliverables for projects. Time management also includes the ability to manage and filter vast levels of information to make timely decisions.

Follow-through: The discipline to stay effective and committed to complete a task or project.

Perseverance: The ability to remain persistent in overcoming all obstacles to achieve a goal. Obstacles are broad and may include previous failure, criticism, physical pain or injury. Perseverance is not, however, blindly sticking to a goal when all credible evidence says it is unachievable.

Core Technical Literacy

Confident use of digital technology: The ability to effectively use digital technology to access, manage, integrate, evaluate, create and communicate information. Most career pathways require using technology to communicate, collaborate, solve problems and conduct research, so understanding how to navigate an increasingly automated world is vital. Note that this broad technical literacy is different from task-specific technical literacy.

Advanced Transferable Knowledge & Skills

Evidence-based Storytelling

Ability to generate story ideas: Ability to creatively generate new and innovative story ideas.

Ability to identify specific audiences: The ability to subdivide the population into unique audience segments who have similar needs, wants, or demand characteristics. The goal is to develop content and narrative that appeals to the unique needs of each audience.

Ability to develop a compelling narrative: The ability to create compelling narratives across media to engage different audiences. This includes the ability to connect a narrative to an audience both emotionally and rationally.

Advanced Research & Analysis

Ability to formulate research questions: The ability to identify concise and focused research questions to explore and test.

Ability to analyze literature: This includes the ability to evaluate and synthesize literature and text from a variety of sources. It also includes using analytical and logical reasoning to use your analysis to extract meaning.

Ability to conduct qualitative research: Ability to develop and execute qualitative research including observation, interviews and text analysis. Ability to find identify and interview appropriate sources.

Ability to synthesize key issues. This is the ability to synthesize key issues from multiple sources. Includes the ability to use different research methods, including secondary, qualitative and quantitative research, to develop an evidence-based narrative.

Advanced Communication

Formulate and defend positions: The ability to use evidence and analysis to define and defend your position on a given topic. This may incorporate the ability to use different types of evidence, including secondary, qualitative and quantitative to argue a position.

Expertise in applying written language: Expertise in use of language including the meaning and spelling of words, rules of composition, and grammar. This includes an ability to apply vocabulary to suit a wide variety of audiences.

Contextual Knowledge

Deep knowledge of human behaviour: Deep knowledge of human behavior including personality; interests; learning and motivation: Understanding the fundamental of human psychology to enable the development of compelling and persuasive stories across a range of media.

Systematic understanding of audience: This is the ability to determine the relevance of a subject for a specific audience. This requires an essential understanding of a topic at hand, the key audiences it relates to, and the values of these audiences.

Topic-level expertise: Essential understanding of topics and themes as they relate to an audience.

ENGLISH MAJOR CAREER RESOURCES

CREATOR CAREER RESOURCES

Labour Market & Career Resources

Work For Play: Careers in Video Game Development

<https://www.bls.gov/careeroutlook/2011/fall/art01.pdf>

Truity Writer or Author Job Details and Options.

<https://www.truity.com/career-profile/writer-or-author>

Top Nine Places to Find Paid Blogging Jobs

<https://www.thebalance.com/top-places-to-find-paid-blogging-jobs-2531559>

Creator Professional Associations

Calgary Society of Independent Filmmakers: <http://www.csif.org/>

International Screenwriter Association: <https://www.networkisa.org/>

Writer's Relief List of Local & National Organizations for Writers: <http://writersrelief.com/writers-associations-organizations/>

Imaginative Fiction Writer's Association: <http://ifwa.ca/>

Canadian Authors: <https://canadianauthors.org/national/>

Society for Technical Communication: <https://www.stc.org/>

Association of Proposal Manager Professionals: <http://www.apmp.org/>

Professional Speechwriter Association: <https://www.vsotd.com/speech-writers-association>

Communications Manager Association: <http://www.bcs.org/category/17404>

International Game Developers Association: <http://www.igda.org/group/game-writing>

Writer's Guild of Alberta: <https://writersguild.ca/>

Other Creator Career Resources

Aaron Sorkin Teaches Screenwriting

https://www.masterclass.com/classes/aaron-sorkin-teaches-screenwriting?utm_source=Paid&utm_medium=YouTube&utm_term=Aq-Remarketing&utm_content=Video&utm_campaign=AS

Justwrite writing retreat: <http://www.youthwrite.com/justwrite-2017>

Loft 112 Writing Community: <https://www.loft112.org/>

National Novel Writing Month: <https://nanowrimo.org/>

Alexandra Writing Society: <http://www.alexandrawriters.org/>

<http://www.alexandrawriters.org/what-we-offer/courses/>

Story Summit 2018: <http://ampia.org/story-summit-2018/>

Wordfest: <http://wordfest.com/>

COMMENTATOR CAREER RESOURCES

Labour Market & Career Resources

Freelance Writer Jobs:

<http://www.freelancewritingjobs.ca/blog/category/canadian-freelance-writer-jobs/>

<http://www.mediajobsearchcanada.com/>

Commentator Professional Associations

Canadian Association of Journalists: <http://caj.ca/index.php?bypassCookie=1>

International Blogger Association: <http://www.internationalbloggersassociation.com>

Canadian Association of Journalists: <http://www.caj.ca/category/about/>

The National Press Club of Canada Foundation (forum for journalists and communicators) - <http://pressclubcanada.ca/>

Other Commentator Career Resources

How to Start a Blog in 2017: <https://www.bloggingbasics101.com/how-do-i-start-a-blog/>

Ten Tips for Aspiring Journalists:

<https://www.forbes.com/sites/jennagoudreau/2012/11/09/top-10-tips-for-young-aspiring-journalists/#6f71840f6346>

Programs Supporting Independent Journalism:

<https://www.opensocietyfoundations.org/about/programs/independent-journalis> Communications

Job Postings:

<http://www.cprs.ca/careers/jobsandrfps.aspx>

COMMUNICATOR CAREER RESOURCES

Labour Market & Career Resources

US Bureau of Labour Statistics: <https://www.bls.gov/ooh/media-and-communication/home.htm>

Growth Forecast for Public Relations: [https://www.holmesreport.com/research/article/global-pr-industry-hits-\\$14bn-in-2016-as-growth-slows-to-5](https://www.holmesreport.com/research/article/global-pr-industry-hits-$14bn-in-2016-as-growth-slows-to-5)

Communication Professional Associations

Professional Writers Association of Canada: <http://www.pwac.ca/index.php/en/page/about-us>

Radio Television Digital News Association Canada: <http://www.rtdnacanada.com/>

Canadian Public Relations Society: <http://www.cprs.ca/>

International Association of Business Communicators: <https://www.iabc.com/>

<http://iabccalgary.com/>

INFLUENCER CAREER RESOURCES

Labour Market & Career Resources

Government of Canada Job Bank: <https://www.jobbank.gc.ca/home-eng.do>

The Future of Marketing (Economist): <https://www.marketo.com/articles/the-future-of-marketing-six-visionaries-speak/>

Randstad Hottest Sales & Marketing Jobs of 2017: <https://www.randstad.ca/hot-jobs/sales-marketing-jobs-in-demand/>

There are lots of groups that examine salary trends in different industries. These are good places to start exploring question about money.

Randstad Salary Guide: <https://www.randstad.ca/salary-guides/>

Creative Group Salary Guide: <https://www.roberthalf.ca/en/creativegroup/salary-centre>

CMA PayScale: <http://www.payscale.com/mypayscale.aspx>

Influencer Professional Associations

Canadian Marketing Association Home: <http://www.the-cma.org/>

CMA Client Job Descriptions: <https://www.the-cma.org/job-bank/career/client-job-descriptions>

CMA Agency Job Descriptions: <https://www.the-cma.org/job-bank/career/agency-job-descriptions>

American Marketing Association: <https://www.ama.org/Pages/default.aspx>

Other Influencer Career Resources

Marketing Dictionary: www.ama.org/resources/Pages/Dictionary.aspx

KNOWLEDGE MANAGER CAREER RESOURCES

Labour Market & Career Resources

Future Of Library and Information Science Jobs:

<https://www.alia.org.au/sites/default/files/documents/advocacy/ALIA-Future-of-the-Profession-ALL.pdf>

Future of Knowledge Management: <http://www.eventusg.com/future-knowledge-management>

Knowledge Manager Professional Associations

Library Association Alberta: <http://www.laa.ca/>

Knowledge Management Institute of Canada: <http://www.kminstitute.ca/>

Knowledge Management Professional Society: <http://www.ikmpro.org/>

Other Knowledge Manager Career Resources

General information on knowledge management: <http://www.knowledge-management-tools.net/>

MENTOR CAREER RESOURCES

Labour Market & Career Resources

Teaching for a living: <https://www.bls.gov/careeroutlook/2016/article/education-jobs-teaching-for-a-living.htm>

Mentor Professional Association Resources

Alberta Teacher's Association: <https://www.teachers.ab.ca/Pages/Home.aspx>

Canadian Association of University Teachers: <https://www.caut.ca/>

Institute of Guidance Counsellors: <http://www.igc.ie/>

BRIDGE BUILDING CAREER RESOURCES

Labour Market & Career Resources

Project Manager Job Outlook: <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/job-growth-report.pdf>

Millennial lawyer's and the legal job market: <http://www.canadianlawyermag.com/author/sandra-shutt/despair-ahead-millennial-lawyers-and-the-legal-job-market-3685/>

Bridge Building Professional Associations

The Canadian Bar Association: <http://www.cba-alberta.org/Sections/Alberta-South-Sections>

Project Management Institute: <https://www.pmi.org/>

OTHER HELPFUL RESOURCES FOR ENGLISH MAJORS

University of Toronto:

https://www.utm.utoronto.ca/careers/sites/files/careers/public/shared/CareersByMajor/CBM_PD Fs/CBM%20-%20English.pdf

Best Paying Jobs for English Majors: <https://www.monster.com/career-advice/article/best-paying-jobs-english-majors>

5 English Major Skills for the Workplace: <http://www.dearenglishmajor.com/blog/5-amazing-english-major-skills-you-can-use-in-the-workplace>

University of Tennessee Career Guide: <https://whatcanidowiththismajor.com/major/>

Sellout Your Soul Job Suggestions: <http://www.selloutyoursoul.com/2011/12/19/jobs-for-english-majors/>

HOW TO GET THE MOST OUT OF YOUR MOUNT ROYAL UNIVERSITY EXPERIENCE

Building Blocks	Year 1	Year 2	Year 3	Year 4
Education & Learning	<ul style="list-style-type: none"> <input type="checkbox"/> Meet with academic advising to map out courses. <input type="checkbox"/> Explore all your student learning resource support. <input type="checkbox"/> Be intentionally curious. Explore courses with goals. <input type="checkbox"/> Narrow down what you like and what you are good at. <input type="checkbox"/> Book meetings with professors. <input type="checkbox"/> Go to career development workshops. 	<ul style="list-style-type: none"> <input type="checkbox"/> Select a major or specialization. <input type="checkbox"/> Select a minor. Think interdisciplinary. <input type="checkbox"/> Build relationships with professors. <input type="checkbox"/> Pick electives with intentionality. <input type="checkbox"/> Complete a co-op placement workshop. 	<ul style="list-style-type: none"> <input type="checkbox"/> Meet with advising and map out your courses to graduation. <input type="checkbox"/> Balance your courses – both course and content - to get the most out of them. <input type="checkbox"/> Explore doing a project with a professor. <input type="checkbox"/> Attend graduate school fair to explore your options. 	<ul style="list-style-type: none"> <input type="checkbox"/> Leave your educational options open by finishing with solid grades. <input type="checkbox"/> Turn your course work into evidence. <input type="checkbox"/> Explore graduate school options and entrance requirements.
Employment	<ul style="list-style-type: none"> <input type="checkbox"/> Get a part-time job focused on transferable skill development. <input type="checkbox"/> Plan a summer job that test drives potential career paths. <input type="checkbox"/> Start a LinkedIn profile. 	<ul style="list-style-type: none"> <input type="checkbox"/> Get promoted at work and manage people. <input type="checkbox"/> Test drive different contexts in your summer job. <input type="checkbox"/> Join targeted LinkedIn groups. 	<ul style="list-style-type: none"> <input type="checkbox"/> Identify skill gaps you need to close. All your jobs should be focused on targeted skill development. <input type="checkbox"/> Have employers provide recommendation via LinkedIn. <input type="checkbox"/> Summer jobs may be a gateway to a job post-graduation. 	<ul style="list-style-type: none"> <input type="checkbox"/> Turn your employment experiences into employer benefits on LinkedIn. <input type="checkbox"/> Ask for more responsibility at work. <input type="checkbox"/> Build your professional network through your employer.
Community	<ul style="list-style-type: none"> <input type="checkbox"/> Just say YES. <input type="checkbox"/> Join clubs to meet people with similar interests. <input type="checkbox"/> Participate in a case study or other competitions with universities. <input type="checkbox"/> Get involved in intramural sports. 	<ul style="list-style-type: none"> <input type="checkbox"/> Take a leadership position in a club. <input type="checkbox"/> Volunteer for a professional association linked to your professional mission. <input type="checkbox"/> Organize an event. 	<ul style="list-style-type: none"> <input type="checkbox"/> Sit on the executive of student club. <input type="checkbox"/> Pick something to lead in the organization you are engaged in. <input type="checkbox"/> Build your professional network via a professional organization. 	<ul style="list-style-type: none"> <input type="checkbox"/> Leverage your club executive role to build your professional network. <input type="checkbox"/> Mentor new students.
Contextual	<ul style="list-style-type: none"> <input type="checkbox"/> Start informational interviews to explore different options. <input type="checkbox"/> Explore diversity programs on campus. <input type="checkbox"/> Explore international opportunities. 	<ul style="list-style-type: none"> <input type="checkbox"/> More information interviews to explore different contexts. <input type="checkbox"/> Do a semester abroad or work overseas in the summer. 	<ul style="list-style-type: none"> <input type="checkbox"/> What contextual experiences are you lacking? Fill these gaps through class, employment or volunteer experiences. 	<ul style="list-style-type: none"> <input type="checkbox"/> Get your post-graduation plan into place. Be opportunistic to build your experiences.
Relationships	<ul style="list-style-type: none"> <input type="checkbox"/> Start to build a mentoring team. <input type="checkbox"/> Join a professional association. 	<ul style="list-style-type: none"> <input type="checkbox"/> Tap your mentors for informational interviews. 	<ul style="list-style-type: none"> <input type="checkbox"/> Tap your mentors for support in building out your job-specific skills. 	<ul style="list-style-type: none"> <input type="checkbox"/> Ask your mentors to advise on your post-graduation career path. <input type="checkbox"/> Join university alumni association.

YEAR 1

10-YEAR MISSION FRAMEWORK

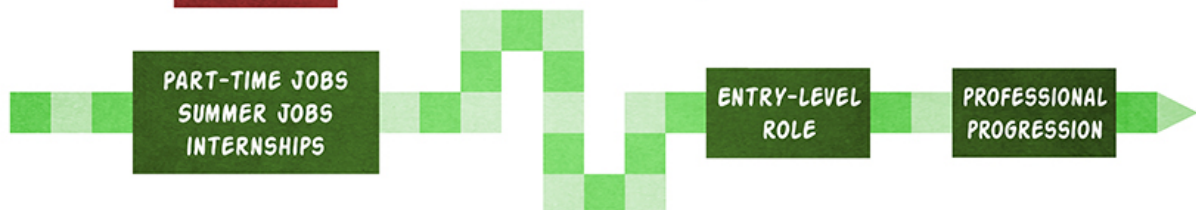
YEAR 10



EDUCATION
AND
LEARNING



EMPLOYMENT
EXPERIENCE



COMMUNITY
EXPERIENCE



CONTEXTUAL
EXPERIENCE



RELATION-
SHIPS



— THE DESIGNING YOU PROCESS —

The *English Major YOU* is just one piece of the puzzle. Great products don't happen by accident. Products have a map, and more importantly, they have a champion: the product manager. The product manager is the captain of the ship without whom your product faces the risk of failure due to being poorly designed, costing too much, being late, being too much like something else in the market or just not being perceived as valuable.

There can only be one product manager in your case—only you can create your plan, be nimble enough to change it, launch it and tell the world your story.

Designing YOU follows an eight-step process. This process isn't new or revolutionary. In fact, almost every product manager follows a similar map to develop the products you use every day. We've just adapted it to design you.



Step 1 — Becoming your product manager walks you through the seven key attributes of a product manager and why you must adopt these to become the champion of your life. A great product manager:

1. Is intentionally curious.
2. Thinks about the whole.
3. Is empathetic.
4. Gets feedback early and often.
5. Relies on evidence, not simply intuition.
6. Is resilient.
7. Is accountable.



Step 2 — Exploring the Current YOU is about reflecting on the you that you are today. It involves exploring your current personality, knowledge and skills. We all live our lives in the bubble that's our home community, family and friends, so a big part of this step is getting out of that comfort zone and being inspired by the world and the people around you. This inspiration is your launching pad for the Whole YOU.



Step 3 — Building your mentor team focuses on the team effort required to design you. We explore the value of your relationships and from this you'll form your **mentor team** of experts who will support and guide you through the *Designing YOU* process.



Step 4 — Defining the future Professional YOU explores career options. First, you'll evaluate what you love to do and what you're good at, then you'll explore how to leverage it to make a living. By the end of Step 4, you'll start to have a vision of the future Professional YOU. **This is the point where *English Major YOU* goes deep into designing your professional mission in the fast-paced world of journalism.**



Step 5 — Defining the Whole YOU is when you'll discover how your professional mission fits into your Whole YOU. The Whole YOU is about how you define success. You'll think about where you want to live, the people you want to be around, the importance of your bank account and other factors important to you. The alignment of all these factors is the Whole YOU.



Step 6 — Defining your roadmap is possible after you've identified your definition of success in Step 5. The map allows you to implement the Whole YOU. Every decision you make in pursuit of your destination now has a purpose. There are many paths to this destination, some direct, others slower and scenic. We encourage you to take some of the scenic drives and explore. In fact, taking a side route may change your destination and guide you toward a different Whole YOU. This is the value of exploring, adapting and changing.



Step 7 — Telling your story recognizes that having the best product that no one has ever heard of or cares about is called "going out of business." Your story is how you'll connect to the audience you care about and how you'll make them care about you. You'll figure out what you can offer the world and develop a strategy to communicate it. Your story must be so compelling that they can't wait to be part of what happens next.



Step 8 — The Whole YOU 2.0 and beyond is about the ever-evolving you. The book *Designing YOU* and the tools you learn within it aren't only useful in your current stage of life. To be always relevant you must constantly update yourself and adjust to new realities. As your mission changes and you decide to try new things and develop new skills, the guidance contained in *Designing YOU* can be there for you.

ABOUT THE AUTHORS



Bill Bunn is the author of four, soon to be five, books, several essays and articles.

His next young adult novel, *Out on the Drink*, will be out this year (2017). He's published two other young adult novels: *Kill Shot*, 2015, and *Duck Boy*, 2012. His published essays were collected and published as *Hymns of Home*, 2013. In 2003, *Moon Canoe*, a children's picture book was published. *Moon Canoe* was translated into French and released as *Canoë Lune* (2005).

He is currently writing two pages a day to generate the rough draft of his next novel.

Bill lives near Millarville, Alberta, Canada. He and his wife, Linda, take care of three teenagers, two dogs, two cats, and two hives of bees. Bill teaches English at Mount Royal University.



Before becoming a university professor **David J. Finch** spent almost two decades in product management and marketing roles primarily in the technology sector. After working away in cubicles and on airplanes for some giant companies like Bell Canada and Rogers Communications , David followed his own dream and co-founded a sports communications agency.

Starting his own communications agency taught him the importance and limitations of having a plan. Big companies, he realized, like having a plan, but big companies are terrible at actually following them because they're so big. Small companies aren't great at making plans, but they're agile and adaptable.

After twenty years in these different roles asking questions, David decided it was time to find some answers, so he pursued his PhD in management and became a university professor. It turns out being a university professor is less about finding answers and more about asking better questions. As he started asking those better questions, it struck him that education and product management have a lot in common. Each year, universities and colleges churn out really expensive products called students; some of these products find an audience, but many don't. This led to the question, "What if students started to manage their lives as if they were product managers?" This was the inspiration for the *Designing YOU* series and *English Major YOU* career guide.

NOTES

(In case you want to dig deeper!)

- ¹ For a fascinating TED Talk on the power of being open and empathetic, see Ash Beckham: *We're all hiding something. Let's find the courage to open up.*
https://www.ted.com/talks/ash_beckham_we_re_all_hiding_something_let_s_find_the_courage_to_open_up
- ² For further information on the benefits of journaling, see: Slatcher, R. B., & Pennebaker, J. W. (2006). How do I love thee? Let me count the words: the social effects of expressive writing. *Psychological Science*, 17(8), 660-664.
- ³ In Step 2 of *Designing YOU*, we go deep into exploring your personality, emotional intelligence and inventory of your knowledge and skills. If you haven't explored these areas yet, now is a good opportunity to give you a sense of where you stand
- ⁴ Refer to: <https://www.theglobeandmail.com/opinion/the-hordes-of-centenarians-are-coming-with-adventure-vigour-and-ambition/article35066988/>
- ⁵ For additional reading on how life expectancy will change how you design you, please see:
<http://www.mckinsey.com/business-functions/organization/our-insights/are-you-ready-to-live-to-100> and <http://www.theglobeandmail.com/report-on-business/careers/career-advice/life-at-work/pacing-your-career-when-you-plan-to-live-to-100/article30938836/>
- ⁶ Refer to article about the Data Science at [BuzzFeed](#).
- ⁷ Infographic: *Who do you believe*. For further information, see: the *Edelman Trust Barometer 2016* based on a sample of 16,500 respondents from 27 countries. The full report is available at:
<http://www.edelman.com/insights/intellectual-property/2016-edelman-trust-barometer/>
- ⁸ Refer to study by Pew Research Centre <http://www.journalism.org/2016/05/26/news-use-across-social-media-platforms-2016/>
- ⁹ Refer to <https://transmediajournalism.org/2014/04/21/multimedia-crossmedia-transmedia-whats-in-a-name/> for a detailed explanation of the difference between multimedia, crossmedia and transmedia. Also see: Jenkins, H. (2010). Transmedia storytelling and entertainment: An annotated syllabus. *Continuum*, 24(6), 943-958.
- ¹⁰ Refer to: <https://www.theglobeandmail.com/report-on-business/careers/career-advice/life-at-work/freelance-work-expanding-to-more-sectors-report-finds/article31519391/>
- ¹¹ Refer to: <https://www.fastcompany.com/3066905/how-the-gig-economy-will-change-in-2017>
- ¹² For additional information on how men and women's brains are wired differently, see:
<https://www.theguardian.com/science/2013/dec/02/men-women-brains-wired-differently>
- For additional resources on gender related issues in the workplace, please see the following:
[OECD Report on Closing the Gender Gap in Canada.](#)

[Viser Gender Equity Report.](#)

A bestselling book by Sheryl Sandberg: <http://leanin.org/>

An excellent podcast on gender issues is: <http://www.stuffmomnevertoldyou.com/podcasts/>

In addition, it is important to note that issues related to transgender inequality are emerging in the workplace. For additional information, see:

<https://othersociologist.com/2014/12/01/transgender-women-inequality-work/>

- ¹⁵ For more information, see Noland, M., & Moran, T. (2016, February). Study: Firms with more women in the c-suite are more profitable. *Harvard Business Review*. <https://hbr.org/2016/02/study-firms-with-more-women-in-the-c-suite-are-more-profitable>
- ¹⁴ Refer to data on gender wage gap from Statistics Canada: <http://www.statcan.gc.ca/pub/89-503-x/2015001/article/14694-eng.htm>
- ¹⁵ For more information, see: Berinato, S. (2010, April). Is a woman's MBA worth less? *Harvard Business Review*. <https://hbr.org/2010/04/the-pay-gap-and-delusions-of-p>
- ¹⁶ For additional reading see:
- Eagly, A.H., & Carli, L. L. (2007). *Through the Labyrinth: the Truth About How Women Become Leaders*. Boston, MA: Harvard Business School Press
- http://www.salon.com/2016/04/13/its_not_choices_its_pure_sexism_women_get_paid_less_for_one_reason_theyre_discriminated_against/
- ¹⁷ Infographic: Yes Sex Matters! Please see: the Organisation for Economic Co-operation and Development (OECD) study on Closing the Gender Gap available at: <https://www.oecd.org/canada/Closing%20The%20Gender%20Gap%20-%20Canada%20FINAL.pdf> Also, please see the *Viser Insights* Gender equity report: <https://www.visier.com/lp/visier-insights-gender-equity-report/>
- Please see, *McKinsey Global Institute* (2015) report - the power of parity: <http://www.mckinsey.com/global-themes/employment-and-growth/How-advancing-womens-equality-can-add-12-trillion-to-global-growth>
- Finnie, Ross (2015). *Barista or Better? New Evidence on the Earnings of Post-Secondary Education Graduate*. A summary of this study is available at: <https://www.thestar.com/news/canada/2016/07/26/higher-education-does-lead-to-higher-incomes-university-of-ottawa-study.html>
- ¹⁸ For more information and resources associated with *Lean In*, refer to <https://leanin.org/>
- ¹⁹ For more information, see: Elsesser, K. M., & Lever, J. (2011). Does gender bias against female leaders persist? Quantitative and qualitative data from a large-scale survey. *Human Relations*, 64(12), 1555-1578. <http://hum.sagepub.com/content/64/12/1555.full.pdf+html>
- ²⁰ McKinsey & Company has an online psychological test you can take to measure whether you have an unconscious gender bias: <https://esurveydesigns.com/wix/p46257077.aspx>
- ²¹ This section on gender is borrowed from the gender impact of designing you by Leah Hamilton and Laurie Stretch. For more detailed reading on this topic please head to *Designing YOU*. At the end of each step, Laurie and Leah provide their insights into the gender issues and how to factor them into your thinking during this step.

²² Earnings for authors will vary dramatically and as a result the “range” is difficult to predict as it may vary from \$100 to \$5M a year. In fact, a study of Canadian authors show more than 80% earn an income from their writing that is below the poverty line. The full study is located below:

https://www.writersunion.ca/sites/all/files/DevaluingCreatorsEndangeringCreativity_0.pdf#overlay-context=news/canadian-writers-working-harder-while-earning-less

²³ Playwright income will vary on many factors. For additional information see:
<http://work.chron.com/salaries-playwrights-2483.html>

²⁴ Range from <https://ca.indeed.com/salaries/Writer-Salaries?period=yearly> and [Neuoo](#)

²⁵ Screenwriter income will vary on many factors and are subject to the Writers Guild of America's contract with studios. For additional information see: <https://careertrend.com/average-salary-screenwriters-first-script-15061.html>

²⁶ Digital commentators will vary dramatically and depend on factors such as frequency of blogging, the quality of your content, how competitive your topic is, and how effective you are at building an audience and generating traffic. A survey found 17% of bloggers earn a minimum from blogging and 81% earn For additional information on blogging as a career see: <http://lifehacker.com/can-i-really-make-a-living-by-blogging-1537783554>

²⁷ Documentary filmmaker's income will vary based on a number of factors. Please see the following for additional information: <http://work.chron.com/salary-freelance-filmmaker-4462.html>

²⁸ This is the national range for Canada. Refer to <http://www.payscale.com/>

²⁹ Refer to: http://www.payscale.com/research/CA/Job=Physical_Education_Teacher/Salary

³⁰ Factors include level of government e.g. municipal, provincial or federal and length of term.

³¹ This is the national range for Canada. Refer to <http://www.payscale.com/>

¹ For additional information on evidence-based management, see: <https://www.cebma.org/>

² Step 2 of *Designing YOU* goes deeper into EI, including an assessment. For further information, see: Goleman, D. (2004). What makes a leader? *Harvard Business Review*, 82(1), 82-91.