

JOURNALISM YOU

Your Guide to a Career in Journalism
& Communications

Janice Paskey
David J. Finch

Contributor
Zoey Duncan

Illustrations by
S.R. Ringuette

FDR Publishers
2017

The *Designing YOU* book series is licensed under the [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International license](#) (CC BY-NC-SA 4.0). Reuse of individual illustrations may not be reproduced or used in any manner whatsoever without the express written permission of the publisher.

© 2017 Janice Paskey David J. Finch

First Printing: 2017

ISBN 978-0-9952277-0-5

FDR Publishers

Suite 100, 209 4th Ave NE, Calgary, AB Canada, T2E 0J2

Website: www.DesigningYOU.org

Email: info@DesigningYOU.org

Editing by Zoey Duncan zoeyduncan.com

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.

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

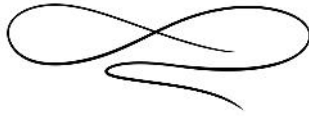


TABLE OF CONTENTS

I.	INTRODUCTION	8
II.	JOURNALISM YOU	10
	Reflection and <i>Journalism YOU</i>	11
III.	A LIFE IN JOURNALISM & COMMUNICATIONS	13
	What Are the Different Careers Pathways	13
	What Functional Communications Role Do I Want to Do?	14
	What Industry Sector Do I Want to Work in?	16
	What Size of Organization Do I Want to Work for?	17
	What Does it Take to be a Professional?	17
	Core Transferable Skills	18
	Advanced Communications Knowledge and Skills	19
	The Future of Communication: What it Means to You	21
	Does Sex Matter?	29
IV.	DEFINING YOUR PROFESSIONAL MISSION	32
	Step 1: Conduct Secondary Research	33
	Step 2: Analyze Job Postings	34
	Step 3: Networking and Talking to Real Professionals	35
	Step 4: Defining your Mission	38
	Don't Forget About Everything Else	41
V.	GETTING FROM HERE TO THERE	43
	Link Your Professional Mission to Knowledge and Skills	43
	Bridging the Gap	45
	Mission Mapping	49
	1. Game writer – Video Games	
	2. Transmedia Copywriter	
	3. Transmedia News Reporter	

4. Transmedia News Editor
5. Director of Research – Communications Agency
6. Technical Communications Manager
7. Director of Content Curation – Arts Foundation
8. Manager of Community Relations – Resource Sector
9. Communications Manager – Government Agency
10. Freelance Writer & Editor
11. Development Officer – Non-Profit Sector
12. Lawyer – Environmental Non-Profit
13. Teacher – High School

Consolidating Your Mission Map 71

VI. ADAPT AND CHANGE 73

VII. AT A GLANCE 75

VIII. APPENDIX 76

Knowledge & Skills Glossary

Communications Career Resources 81

How to Get the Most Out of Your University Experience 83

The *Designing YOU* Process 84

IX. ABOUT THE AUTHORS 86

X. NOTES 87

INTRODUCTION

It's about Designing YOU

Journalism 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.

“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:



SO, WHO DO I WANT TO DESIGN?

- 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:

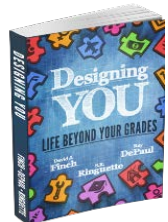
1. Why do I **like certain things** and not others?
2. How can I choose a program or courses at school that are **right for me**?
3. What questions should I ask in career **interviews**?
4. Does **emotional intelligence** really matter?
5. How does my **gender impact** my life?
6. How can I find a **mentor**?
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 *Journalism 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*.



JOURNALISM YOU

Journalism YOU is a guided tour through the diverse and changing professional world of journalism and those communications fields that use journalism skills. Today, modern communications professionals, from news reporters 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 *Journalism 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 in communications are faced with the same crucial questions:

- What are the **different careers** in journalism and communication?
- What **does it take** to be a journalist and/or communications professional?
- What's the **future of the journalism and communications** profession and what does this mean to me?
- How have other journalists and communications professionals **got to where they are today?**
- And the inevitable... **how much money can I make?**



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

Step 1: Explore the communications career landscape

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

1. What are the different **careers** in journalism and communication?
2. What **knowledge and skills** do I need?
3. What are the **major trends** in journalism communications 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 14 Mission Maps inspired by the career journeys of real communications professionals.

Reflection and *Journalism 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 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 happened?

1. Why did it happen?
2. What did you do? What did others do?
3. 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

Explore with a Purpose

There's nothing like living in a cabin in the middle of nowhere with no plumbing to make you figure out what you want in life. That's what Aaron learned during his internship at a small-city newspaper midway through his journalism degree. "It was terrible, but awesome," he says now. His would-be editor quit the day before he arrived, leaving just him and his publisher in the tiny newsroom. It was the pre-Netflix era and there was nothing for Aaron to do except work. So he did. Hard.

It was a turning point. He decided that if he wanted to graduate and afford to live somewhere with plumbing, it was time to buckle down. He started his third year with new energy, launching a "nerd culture" print magazine with fellow journalism students and earning a freelance reporting job with a national broadcaster. Aaron figured out "gumption will get you anywhere." Journalism is about reaching out even when you're pretty sure they'll say no, he says.

Today, in his dream job as an arts and technology reporter for a big-city free daily, Aaron lives up to his own advice to keep doing whatever you have the most fun doing.

Aaron's Tip: Try a bit of everything and don't be distracted by career trajectory or salary. Find your passion and focus on it and you'll get where you want to be a lot faster.

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.

A LIFE IN JOURNALISM

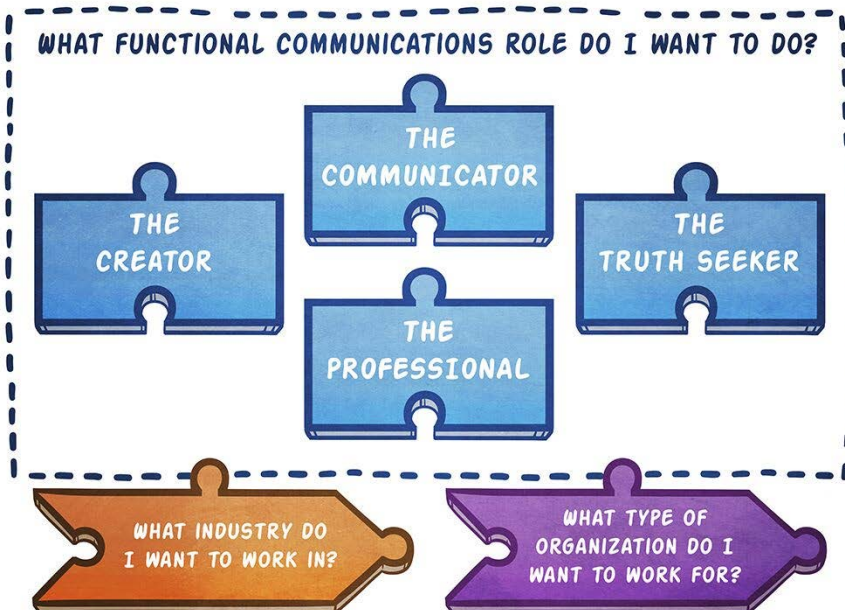
WHAT ARE THE DIFFERENT CAREERS IN JOURNALISM?

Communication is at the heart of human existence. In fact, every organization, whether it is news media, government, business, or non-profit, and whether it is big or small, depends on clear, timely communications for success.

Because there are no specific credentials required to break into the sector, it's especially important for aspiring journalists and communications professionals to achieve credentials and a work portfolio to prove their skills and knowledge. Journalists hold authorities to account. They inform, entertain and create a sense of community. Journalism education and experience is valuable preparation for communications work in countless industries outside of traditional news media. There is no shortage of opportunities for excellent communicators.

Think of careers in communications as existing on a spectrum and you can figure out your optimal place on this spectrum by considering three key questions:

1. What **functional communications 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?



Tackle these questions in the order that makes the most sense for you. For example, your passion may be political journalism or video games, 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 actual job you want.

What functional communications role do I want to do?

There are a lot of diverse careers in communications and journalism. Journalists and communications professionals are great at generating and telling stories backed by rigorous and verified research. They communicate their stories in an engaging manner that's just right for their audience.

Think of a career in communications as falling into one of four broad clusters based on the goal. For example, if your goal is to author original stories—whether through books, film or video games—look to the *Creator career* cluster. In contrast, if your goal is to investigate and report on the people, places and events in our world, you're in the *Truth Seeker* career cluster. Or are you an evidence-based writer who wants to craft speeches, annual reports or social media campaigns for different organizations? That's *Communicator* career cluster. Lastly, if you're pursuing communications as a foundation for a future as an educator, lawyer, policymaker or politician, you're in the *Bridge Builder* career cluster.

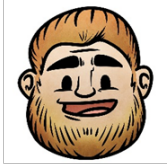
Make the Most of School

Kelsey pursued journalism to satisfy her love of knowledge, writing and photography. She set herself apart by working as the sports editor for the campus newspaper, where she picked up skills and training she uses to this day and met the people who would become her best friends. She loved her first job after university as a staff writer at a community newspaper telling local stories. But she found she was struggling to make ends meet between paycheques and made the switch to reporting and photography for a niche industry publication.

While in that role, Kelsey got together with her friends from the campus newspaper and planned a six-month storytelling world tour. The four of them traveled India, Nepal, Southeast Asia and Malaysia telling peoples' stories in writing, video and social media. It was epic.

When she returned to work after globetrotting, Kelsey was laid off. It was frustrating and took a year of dedicated job searching before she found a job as a communications specialist in the corporate sector. She says she sometimes wonders if journalism was the right path for her. But she realizes journalism led her to the people she cares about most in the world, including the love of her life, and gave her a chance to see the world. Kelsey says she would choose journalism again every single time.

Kelsey's Tip: Being a student is a unique time in your life. Stop. Breathe. And look for opportunities to explore and learn new things and meet interesting new people.



Creator Careers

Potential Careers

Script writer
Book author
Magazine editor
Technical writer
Videographer

The Role:

My head is constantly full of ideas, and I need to let them out. It doesn't matter what form my creativity takes, I am relentlessly expressing myself through books, blogs, songs, scripts, art, photos, film and anything in between. Everything I learn I put towards the articulation of my ideas. I am a creator.



Truth Seeker Careers

Potential Careers

News reporter
News editor
Freelance journalist

The Role:

I am only satisfied when I know the big picture. I research and I investigate. I ask the hard questions and I uncover hidden truths. I analyze every angle of a topic and view it in every light. I know how to tell a good story and captivate an audience with reality. For me, ignorance is anything but bliss. I am a truth seeker.



Communicator Careers

Potential Careers

Corporate communicator
Government communicator
Marketing manager
Copy writer
Freelance writer

The Role:

I am always ready to tell a tale, to captivate an audience with a powerful presentation, to connect people with complex characters, and influence them through a rich narrative. Whether I'm sharing the story of a person or an organization, the origin of a product or the achievements of a service, I will always leave people swayed by my story. I am a communicator.



Bridge Builder Careers

Potential Careers

Politician
Lawyer
Manager
Educator

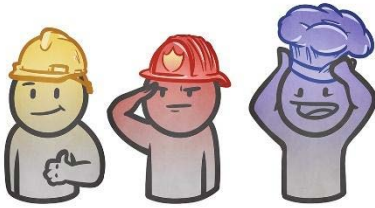
The Role:

I use the communication abilities I've developed to strengthen my career. My knowledge supports my ambition and I get insight from experience. My skills keep me a step ahead of the competition, and I have the perspective to confront issues from unseen angles. I am ready and equipped to succeed in any field. I am a professional.

Whatever cluster you find yourself drawn to, you can benefit immensely by **exploring different parts of the communications career spectrum**. 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 journalism as a truth seeker. This experience will only make you a

better communications manager. These are considerations 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 the day-to-day job of a journalist or communications professional.** 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 industry, different roles 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 that same company. A job reporting for a community newspaper is vastly differently from being a reporter for a national broadcaster. At the highest level, think about this question as composed of the four big sectors below: media, corporate, social and public. Each of these four sectors can then be broken down further into several sub-sectors depending on your interests.

Media Sector	Corporate Sector
<p>Sub-sectors: Broadcast (TV/Radio) Newspaper (print/ digital) Magazine (print/ digital) Niche media Digital media Wire services</p>	<p>Sub-sectors: Corporate marketing & communication Creative sector (e.g. film, gaming) Marketing & communications agencies</p>
Social Sector	Public Sector
<p>Sub-sectors: Non-profit agencies Charities Foundations Social innovation sector</p>	<p>Sub-sectors: Government Public sector agencies (e.g. libraries) Postsecondary institutions</p>



In *Journalism 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 particular sector would fit your responses. For example, if one of your answers was "I love technology" you may want to explore tech journalism. If it was, "I like doing and learning lots of different things," explore working for a communications agency or a community newspaper.

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, volunteer work, or by working in a communications agency (which 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.

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

As with industry sector context, the type of organization (often defined by size and scope) affects the daily job of a communications professional. For example, a journalist at a news organization in a smaller centre is likely responsible for a huge scope of responsibilities. In contrast, a communications professional 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 narrower role such as internal communication. For this reason, it's really important for you to explore different types of organizations to understand what fits your skills and interests.



It's time to grab your journal for your first reflection. Think about each of the three questions and your early impressions of how you'd answer today. Does the job, the sector or 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 a successful journalist or communications professional fall into two clusters.

The first cluster is **job-specific knowledge and skills**. These include the knowledge and skills required for a specific communications job. For example, being able to conduct expert interviews or use specialized digital editing software are examples of advanced communications knowledge and skills.

The second cluster is **core transferable skills**. Whereas job-specific knowledge and skills are specialized, core transferable skills can be used in lots of contexts. For example, being organized is a critical skill regardless of whether you're an accountant, a marine biologist or a marketing manager.

In the charts that follow, look at the knowledge and skills that various career paths in communications might require. Don't worry if some of the knowledge and skills are unfamiliar at this point. You can refer back to these charts later in *Journalism YOU* when you're identifying the current gaps in your knowledge and skills.

Core Transferable Skills

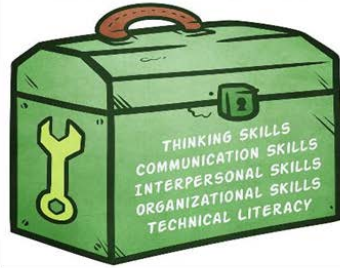
Journalism will support the development of core transferable skills that act as the foundation to allow you to pursue diverse career paths at graduation. These core transferable skills can be clustered into five major areas. Refer to the glossary in the appendix for detailed definition of each skill.

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.

Job-Specific Knowledge & Skills



Job-specific knowledge and skills in journalism and communications are broken into four major clusters. Each cluster includes a series of specific knowledge areas and skills that are more (or less) important for different roles. Refer to the glossary in the appendix for detailed definition of each skill.

Evidence-based Storytelling

- Ability to generate story ideas
- Ability to pitch and sell story ideas
- Ability to identify target audiences
- Ability to develop a compelling narrative
- Ability to develop an evidence-based story
- Expertise in use of language

Advanced Research & Analysis

- Ability to formulate research questions
- Ability to conduct secondary research
- Ability to conduct qualitative research
- Ability to conduct quantitative research
- Ability to synthesize key issues
- Deep knowledge of human behaviour

Content Curation

- Ability to curate third-party content
- Ability to use specialized communication and design technology
- Ability to monetize content

Contextual Knowledge

- Broad expertise in current events
- Ability to link content to audience

As you develop your Mission Map, you'll need to prioritize the knowledge and skills that best fit your professional mission. Many of the skills a digital strategist requires, for example, are distinct from the skills needed to be a channel manager or a researcher (though there are lots that overlap).

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.



EXPERT

GREAT AT...

GOOD AT...

**NOT
REQUIRED...**

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 mission.

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 video game writer, you're likely not the programmer who coded the game; however, you need to be sufficiently literate in technology to be able to ask hard questions about its functionality.

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 marketing manager, you may not be a statistician, but you may need to be fluent in using the latest data analysis software to focus your 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 senior designer, you'll need to have an up-to-date mastery of the leading software used by designers.



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 10** knowledge and skills for each. **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.

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

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.

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.

— THE FUTURE OF COMMUNICATIONS — WHAT IT MEANS TO YOU

Communications is one of fastest-changing careers today. Some powerful trends—from technology to demographics—are redefining communications careers. **Many career paths in communications 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 communications professional of tomorrow as carefully as the communications professional of today.

We won't pretend to predict how communications careers 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 communications 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.

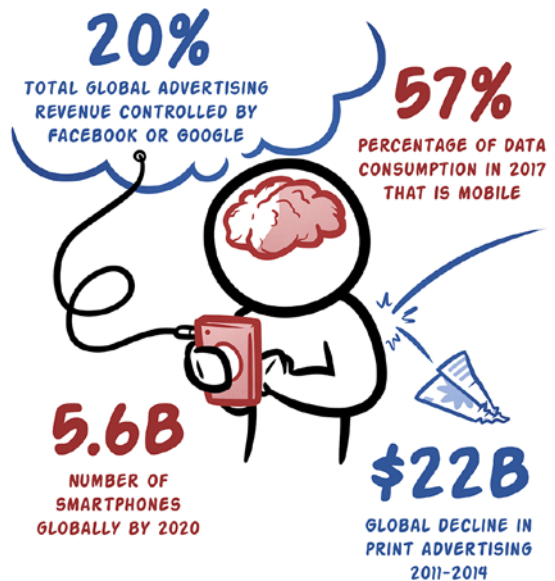


Trend 1: Continued Technological and Financial Disruption

It wasn't too long ago when relatively few media empires controlled broadcast, print and periodicals. Their size and scale made it virtually impossible for any serious competition. The editors of these large firms made decisions on stories people read or watched; advertisers also had few media options beyond these large companies. Then came the internet.

Technology Ubiquity: The internet and other innovations from social media to mobile devices to big data have redefined the way we consume (and produce) media. By 2020, it's estimated there will be 5.7 billion smartphones worldwide, tripling the current number.⁴ In 2025, with the rapid advancement of the "internet of things," over 50 billion devices—from your car to your refrigerator—will be connected. The massive expansion of internet access means any person—regardless of financial means—will be online.

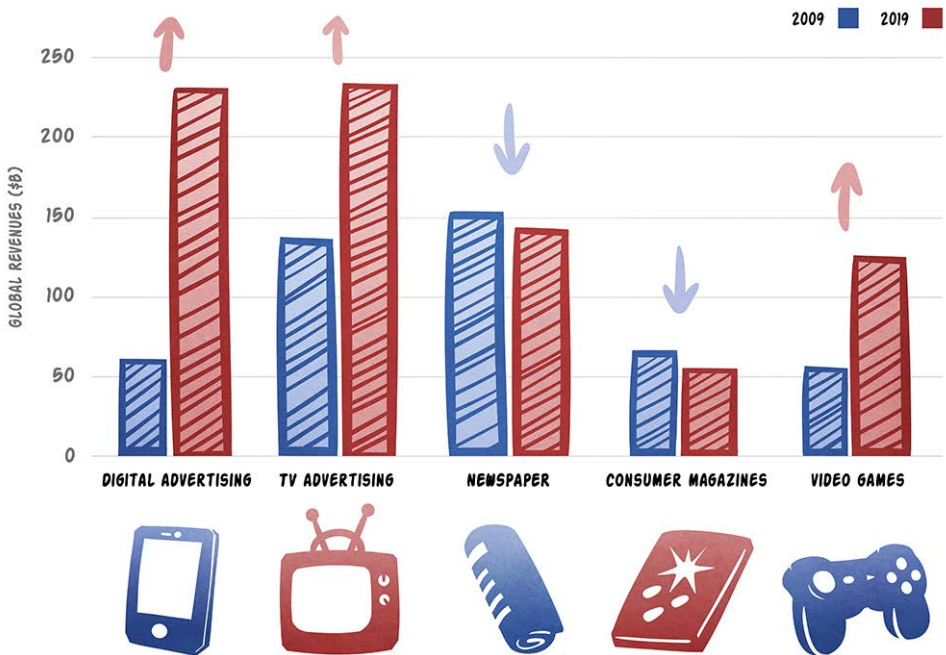
The Big Shift: The rise of the internet eliminated significant barriers to entry and redefined the financial model of media. Suddenly, literally anyone could start-up a media company and try to make money. As long as they could find an audience for their content, advertisers would pay them to be able to connect with this audience.



Advertisers realized that buying ad space in traditional print and broadcast mass media was inefficient. Why would a wedding dress company buy an ad in the local newspaper, when they could buy targeted placement with Google and Facebook for women searching for wedding dress ideas? The advertising-driven media model that had funded journalism for almost 100 years imploded.

Globally between 2011 and 2014 alone, advertising revenue in newspapers declined by \$22 billion. But this doesn't mean that the media world at large is declining. In fact, between 2009-2019, media advertising revenues are forecast to almost double in size globally from \$1.2 trillion to \$2.1 trillion. The advertising revenue decline in some areas (such as print) will be offset by growth in others such as digital advertising and gaming. That means, for example, there are opportunities for journalists who cover the gaming industry for trade publications.

GLOBAL REVENUES GROWTH & DECLINE (2009-2019)

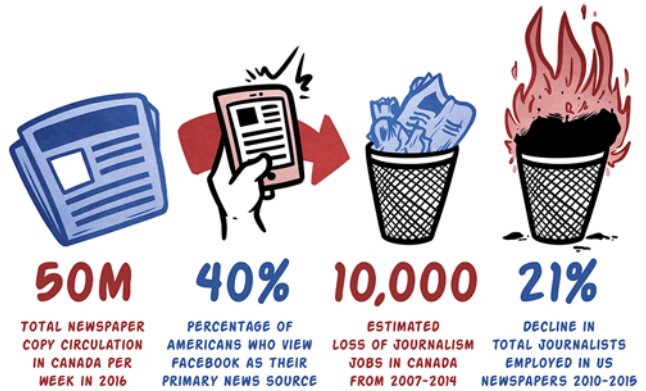


Today Google and Facebook control one-fifth of all advertising revenues globally.⁵ This disruption of media's financial model is expanding into fields such as sports, where broadcasters are struggling to monetize their content to balance the huge rights fees. For example, ESPN pays almost \$8 billion a year for broadcast rights, but lost 12 million subscribers in the past six years.⁶ This decline in revenue is directly impacting the scope resources available for media operations.

Believable Fake News: Technological innovation has democratized the world of news and information. Now anyone can publish to a wide audience regardless of skill or ethics. When anyone can be a publisher, the goals shift from building a trusted brand to fighting for the most revenue-generating clicks. When making money is the main goal, facts can just get in the way. Money-making ventures disguised as news websites led us to the world of sensationalized stories and “alternative facts,” and news consumers may not be able to tell what to believe.

For example, a study by the Pew Research Centre found 40 percent of American adults define Facebook as a primary news source. In fact, according to BuzzFeed, the top 20 best-performing fake news stories of the 2016 U.S. election shared on Facebook had higher readership than the top

performing election stories in the *New York Times*, the *Washington Post*, *Huffington Post* and *NBC News*. In Canada, 60 percent of Canadians use Facebook daily and 21 percent define it as their first source of information. Interestingly, this transcends age groups with 49 percent of those 60 years and older reporting using Facebook daily. ⁷



What it Means to YOU

A key factor to remember in your career is that media remains one of the fastest-growing sectors in the world. So, important questions for skilled communications professionals must be - **in what sectors will there be growth and what skills will be required?**

In the past, a newspaper article typically involved four main elements: a story, headline, photo and graphic; but a modern journalist has more than sixty different storytelling elements to choose between, from video, to social media, to real-time fact-checking. Today, professional-level multimedia production can happen on a laptop or a smartphone. Not only has technology lowered production costs and allowed for faster publishing, these digital mediums generate a huge amount of data analytics, which means opportunities to monetize this audience.

Over the next decade, audiences’ expectations of content will continue to be redefined. For example, new technology will enable the production of three-dimensional video, surround sound and 360-degree cameras to allow the viewer to move around within a video when wearing a headset. The *New York Times* once distributed Google Cardboard virtual reality (VR) headsets with its home-delivered print edition to immerse its audience in a story on the plight facing refugees.⁸

These technological innovations will change audience expectations the way television did in the 1950s. Being technologically complacent isn’t an option. Not everyone needs to be a programmer, but you’ll be required to understand the constraints and opportunities that evolving technologies create and the implications to your work. You’ll also need to

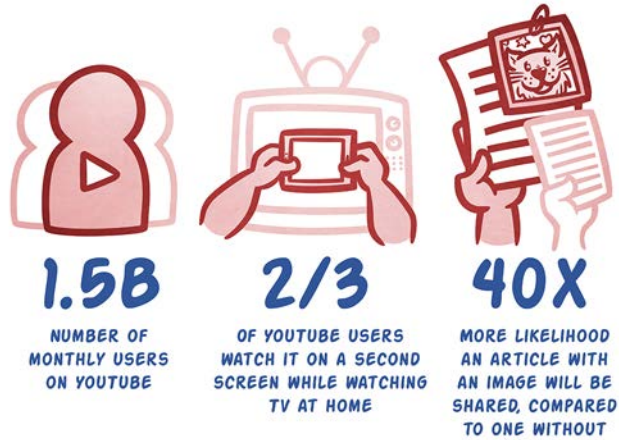
understand how media consumers interact with each new media technology and how this changes their behaviour. Being one step ahead is your only option.

Trend 2: 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.

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’s](#) 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 3: Blurred Lines. Blurred Careers.

The job website Indeed reports that since 2012, employment postings for reporters have declined by 21%, while postings for “content marketing” increased by 236% over the same period. The traditional separation between “news” and “marketing” is being eliminated as paid content drives revenue. In the past, advertising was distinct from editorial. A Super Bowl ad was just that—an advertisement. But technology innovation, like streaming services, which puts consumers in control, challenged advertisers and media companies to find new places for their messaging. The challenge for both advertisers and media firms was to make it so consumers could not simply “skip” the advertisement.



The result was embedding of advertising content in media. At first, this took the subtle form of product placements or scrolling banner ads at the bottom of a screen. However, with the emerging revenue model driven by clicks, advertisers and media companies are seeking new ways to embed paid content in a manner that looks a lot like news. For example, a year-long study by Stanford University identified that more than 80 percent of middle schoolers believed that “sponsored content” was a news story. In addition, 30 percent of the students viewed fake news sites as more trustworthy than real news sites.¹⁰ The lines between editorial and content will continue to blur (especially if the financial model encourages this blurring) raising increasingly challenging ethical challenges for journalists and communications professionals. The sponsored content of the [Patient Diaries Series](#) in the National Post is an excellent example of the ethical challenges facing journalists as the lines continue to blur.

What it Means to YOU

Jobs will emerge for professionals who can create sponsored content across mediums that drive results for advertisers. For example, content curation roles have emerged that are like traditional editor roles, but they do not involve generating original content. Instead, these roles will require both the technical ability to locate and manage content across multiple platforms and the ability to leverage complex analytics to ensure the curation is evidence-based.

Trend 4: Network Trust and Echo Chambers

Historically, the greatest asset of a journalist 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 was for decades arguably the most influential person in that country. Cronkite defined political and social priorities because people trusted him. The decline of the media empire and the fragmentation of journalism has also redefined the nature of trust. This trend reflects that trust in large institutions—from media to governments—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 and long ago identified that people trust people like them. This is their comfort zone—an echo chamber where the same opinions circulate without

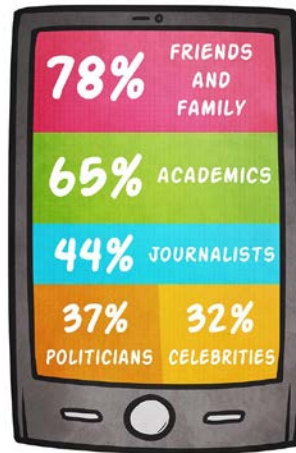
new information—as we become more and more reliant on our social networks for information and knowledge. The result is things that were once defined as objective “facts” are being challenged. The 2016 U.S. election brought a new term to prominence: “alternative facts.” Alternative facts mean people believing that they want to believe. This is happening because of the decline of institutional trust and the rise of the echo-chamber. ¹¹

What it Means to YOU

The shift from institutional trust to network trust will have massive implications on how people are influenced and behave. Remember, the huge proportion of people today who get their news on Facebook. They didn’t get their news from Facebook, they got their news filtered through “friends” on Facebook.

The implication of social networking 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.

WHO DO I BELIEVE ON SOCIAL MEDIA?



Trend 5: YOU Inc. The Rise of the Freelancer

As traditional advertising and subscription revenues decline, media outlets will continue to restructure and focus on lower costs to become more agile. For most of the last century, having a job in journalism or communications meant going to an office and every two weeks getting a paycheck. But today in Canada, 21% of the workforce (and almost 40% in the U.S.) are freelancers who work for themselves.¹² That's more than 4 million people and growing by 10% a year. In communication, 17% of positions today are contractors or freelancers.¹³ This freelance economy is becoming mainstream as companies and talent alike recognize the benefits of employment on-demand.¹⁴

What it Means to YOU

With the new economic model, your career in communications may be less about a job and more freelance work. A freelance 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. Firstly, being mediocre at your job is not an option. You'll need to constantly innovate and find ways to create value, because if you don't someone else will. Secondly, 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).

Get Outside Your Comfort Zone

Kevin did not expect to be offered, at age 24, the role of editor at a community newspaper. He sat down with his then-boss and publisher and asked them if they thought he was really capable of taking on so much more responsibility. They both told him his experience on the job had already proven his abilities. His mentors' support gave him the confidence to accept the offer.

Kevin says kindness and compassion have served him well as a reporter. Be hard-hitting with your questions, he says, but gain a reputation for being fair and compassionate. His theory on kindness proved out when a devastating flood hit his town. He lost his car, his home and his office to the ravages of nature, but he still had to report the news. RCMP called a press conference to report people had been killed in the flood and told the gathered reporters a scheduled tour of the town had been cancelled. When the bristling big-city reporters left, Kevin approached the police to explain how important it was to his readers to see the state of their homes. They agreed to take Kevin alone on a tour.

Beyond the newsroom, Kevin has applied his broadcast news training from school to run his own travel YouTube channel.

Kevin's Tip: On my first internship, I was terrified of writing news stories. Write and report outside your comfort zone early on; it's the challenging stories that really show your mettle in news.

Trend 6: Big Data. Big Thinkers.

The internet, social media, mobile devices and the internet of things not only redefines how we access content, it redefines the nature of evidence and research. Our digital life leaves a digital fingerprint of where we have been (both physically and virtually) and who we are interacting with. This **volume, velocity and variety** of data will create new and complex sources of information for communications professionals and journalists to piece together.¹⁵ WikiLeaks and the mass of documents they made public will be old news. The volume of

data—public and private—in the future will be like digital puzzles made up of millions of pieces that can be arranged to tell a bigger story.

What it Means to YOU

First, the rise of big data will spawn an entire sector of specialist researchers who specialize in predicting human behaviour. The result is careers in research and analytics will demand complex skills far beyond being a good number cruncher. The researcher of the future will look more like an anthropologist than a statistician. However, for big data to make sense, we need big thinkers because the future we're heading for is one of growing interdependence across people, places and things. The age of simple linear thinking is over. The future will be defined by interdependency and systems thinking. 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.

Preparing for an interdependent 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 as a communications professional.

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 really complex research suggesting society plays a massive role in designing you based on their view of your gender.¹⁶ 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 *Journalism 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.¹⁷ Yet, women remain drastically underrepresented in the senior ranks in many fields and equal pay for equal work remains elusive. In fact, the U.S. Bureau of Labor Statistics reports that **there is a 30% wage gap between male and female marketing/communications managers**.¹⁸ Similarly, many employment fields remain so-called "pink ghettos," where women are overrepresented, there's little room for advancement and pay is often poor.¹⁹ **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.²⁰ **There's no "quick fix."**

Society has not yet 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**.²¹ 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."²²

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.**²³



We can be hampered if we think of “men’s jobs” and “women’s jobs.” In *Journalism YOU*, you’ll research potential careers 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 careers 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, consider 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. **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.²⁴



The Last Word: Never Stop Asking Questions

Every great communications 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 communication.

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 as a communications professional.

DEFINING YOUR PROFESSIONAL MISSION

When you know your destination, you can use it to support your decision-making en route. 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 communications professional.

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

1. What **functional journalism** or **communications 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 in communication?
2. How is the field of communications changing? What's driving this change?
3. What parts of communications are growing the fastest?
4. What type of education do I need to be successful in different career paths in communication?
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 in communication?
7. Do people stay in communications for their entire careers?
8. What are the common entry-level positions in communication?
9. How does the locale impact careers in communication?
10. What international opportunities may exist in communication?

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. <http://www.jsourca.ca/>)
- credible online publications (e.g. Scientific American, Fast Company).

This research will uncover industries, educational programs, people, books, websites, podcasts, companies and careers in communications 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:

Don't Hold Back

Katie knew she wanted to pursue a career where she would learn new things, be able to travel and could influence positive change. Journalism was her first and only choice.

She was offered a job at the newspaper where she did her second practicum and spent three-and-a-half years covering everything from the arts to crime to city hall. She consciously worked to earn the trust of her sources and to build a stellar reputation. Katie left that job when she and three other journalism alumni planned a six-month documentary trip in India, Nepal and Southeast Asia. The trip changed her outlook on life.

When she returned from travelling, Katie started a new job in communications with the local transit authority. In the midst of that position, on a whim, she applied for an open posting in the mayor's office, where she works now.

"This certainly isn't the career path I had imagined," she says. "I thought I would still be pursuing journalism full-time, but I feel as though my job fulfills a lot of the same aspects I loved about journalism in the first place."

Katie says her willingness to say "yes!" and jump on opportunities is an asset—even when she doesn't know exactly how she'll achieve it. "I'm a big fan of the fake-it-til-you-make-it philosophy."

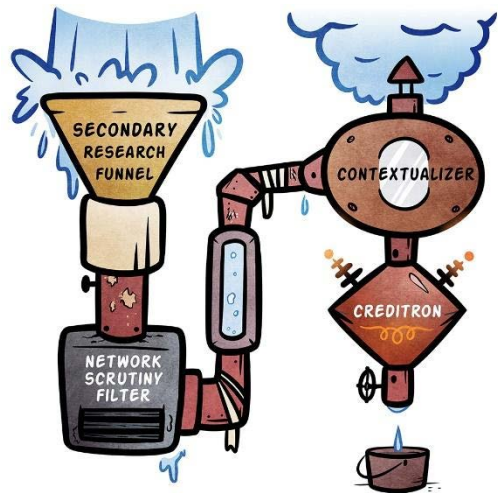
Katie's Tip: Don't hold back. There have been many times in my early career when I wish I would have spoken up or gone that extra step to add my voice to the conversation.

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 an investigative reporter.

Professional Mission	Major Themes	So What?
Investigative Reporter	<p>75 per cent require a university degree. 50% specify journalism. 30% ask for a master's degree.</p> <p>50% ask for investigative experience in a specific area (e.g. crime, finance, politics).</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 communications professionals. These people can tell you what the next 10 years of communications 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 editors about the criteria they use to hire entry-level roles.
I need professional experience in the finance sector to be a credible investigative reporter in this sector.	Research the biographies of the leading financial sector reporters. Do Skype interviews with investigative journalists to explore their career pathway.

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 in communication?
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 a career in communication?
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 in communication, what characteristics do they tend to have?
13. What would you suggest is the most important thing someone entering communications should know?
14. If you were going to do it all over, would you become a journalism or communications professional again?
15. What do you wish you'd known before you became a journalism or communications professional?

Dream Big

Daniel had never been in a radio studio when he arrived at his internship with a national broadcaster, but by the end of his summer work term, he was reading newscasts, doing live reports from the field and producing stories for flagship shows. He proved his skills and gained mentors who are household names in Canada and leading foreign correspondents.

The nature of the industry meant that since graduation, Daniel has been a freelancer. He says it's frustrating because work is unpredictable, but the flexibility supports his love of travel. He travels as often as possible to get a better understanding of the world and use it to improve his storytelling. Daniel's first internship was for a national newspaper in Glasgow; he once lived in France for a six-month reporting job. He's now visited 40 countries.

At a foreign correspondent course in Prague, Daniel learned to "be an idea machine." He's learned that success in journalism means being fast and efficient across platforms, and that requires knowing what your story will look or sound like while you're pitching it.

"You can never know where you will land," Daniel says, "Because good and interesting opportunities present themselves all the time if you are in your community, making a name for yourself and producing something meaningful and interesting."

Daniel's Tip: Find out what you like to do and see how that aligns with work you can make a living from. There's no point in setting aside your dreams for after you have followed the "normal" path to adulthood and a career.

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 three questions we asked.

1. **What** functional journalism or communications 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?



Your research should have inspired you to be able to **answer at least two of these three 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 UK, 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 either 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.

Be Agile

While working as the editor of her campus newspaper, Zoey began building a personal brand online, without realizing it or knowing how much it could do for her later on.

In her first job after graduation working for a digital news start-up, Zoey curated, blogged and tweeted about local news and reported feature stories. By getting her name out there and backing it up with factual and engaging writing, she was setting the stage for her future career.

After being laid off when her employer folded, Zoey parlayed her network into enough freelance writing to keep her afloat. Eventually, that same network and her digital skills secured her a part-time gig on the digital team for a daily newspaper. On the side, she was asked to co-author a book and she dove into the 90,000-word project.

When she was offered a full-time role at the newspaper, Zoey did some self-reflection. For years, Zoey thought she wanted to work in daily news, but she wasn't sure anymore. By the time her book was published, Zoey knew there was a career for her as an editor and writer outside of the newsroom.

It took another year of building her business on the side, but Zoey eventually garnered enough business to make the leap into full-time self-employment. Even though she started her business during a recession, both the present and future look bright.

Zoey's Tip: Know yourself well enough to realize when your dreams have evolved. If you find yourself working towards a goal you no longer care about, figure out what you do want in life.

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 one 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 four career clusters we introduced earlier: creation, communication, delivery and integration. At the highest level, any jobs that fall under a specific career cluster require **a common set of 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 "creation" cluster, there are minimum skills you'll need to develop. **On the next page, we break down the critical job-specific knowledge and skills required by the four 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.



EXPERT

GREAT AT...

GOOD AT...

NOT
REQUIRED...

Critical Knowledge and Skills by Career Cluster



Creator Careers

Potential Careers

Script writer
Book author
Technical writer
Photographer
Videographer

Job-Specific Skills

- Knowledge of human behaviour
- Define a target audience
- Develop compelling narrative for this audience
- Translate research and analysis into a persuasive, evidence-based story
- Ability to determine the relevance of a subject for a specific audience
- Essential understanding of a topic at hand, and the key groups it relates to
- Knowledge of the structure and content of language



Truth Seeker Careers

Potential Careers

News reporter
News editor
Magazine editor
Freelance journalist

Job-Specific Skills

- Knowledge of human behaviour
- Formulating research questions
- Conducting secondary, qualitative and quantitative research
- Define a target audience
- Develop compelling narrative for this audience
- Translate research and analysis into a persuasive, evidence-based story
- Preparing, editing and distributing content across different media platforms
- Systematic understanding of current events
- Ability to determine the relevance of a subject for a specific audience



Communicator Careers

Potential Careers

Corporate communicator
Marketing manager
Copy writer
Editor/Publisher
Freelancer writer

Job-Specific Skills

- Knowledge of human behaviour
- Conduct secondary, qualitative and quantitative research
- Develop compelling narrative for a target audience
- Translate research and analysis into a persuasive, evidence-based story
- Preparing, editing and distributing content across different media platforms
- Systematic understanding of current events
- Ability to determine the relevance of a subject for a specific audience
- Essential understanding of a topic at hand, and the key groups it relates to



Bridge Builder Careers

Potential Careers

Politician
Lawyer
Manager
Educator

Job-Specific Skills

- Knowledge of human behaviour
- Formulating research questions
- Develop compelling narrative for a target audience
- Translate research and analysis into a persuasive, evidence-based story
- Systematic understanding of current events
- Ability to determine the relevance of a subject for a specific audience
- Essential understanding of a topic at hand, and the key groups it relates to



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 job-specific and core 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
Data analytics	7 of 10 interviews. 70% of job postings.	Expert	None

Be sure to share your results with your mentors.

Bridging the Gap

For most twenty-somethings, 10 years may as well be 100 years. As a result, a lot of people get frozen by the daunting task of looking ahead 10 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 10 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. Where should I volunteer?
4. Do I need to go to graduate school?
5. What certifications will I need?
6. What podcasts should I listen to?
7. 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 communications when I graduate?
3. What are the benefits of working for a communications agency compared to working for a company?
4. How can I get employment experience so I can become knowledgeable across all four 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 in communications 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 be a technology communications professional?

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 in communication?



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 14 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 in communications and in life.

There is never just one single map to get from here to there. **Consider these sample Mission Maps 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 14 Mission Maps

Creator Careers	Truth Seeker Careers
Game Writer – Video Games Transmedia Copywriter	Transmedia News Reporter Transmedia News Editor Director of Research – Communications Agency
Communicator Careers	Bridge Builder Careers
Manager of Community Relations – Resource Sector Technical Communications Manager Communications Manager – Government Agency Director of Content Curation – Arts Foundation Freelance Writer & Editor	Fund Development Officer – Non-Profit Sector Teacher – High School Lawyer – Environmental Non-Profit

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.



Game Writer – Video Games

SALARY RANGE (2017): \$48,660–81,300²⁵

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. I'm responsible for developing stories with compelling, multifaceted characters that have strong motivation and consistent dramatic arcs. I manage scripts and assist in recording sessions and voice direction. My career merged my two passions in life—gaming and storytelling.

The Tip: Do a work-term experience. Period. This forces you to get out of a classroom and apply yourself. This opens up your world.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific Skills

Be an expert in the following job-specific skills:

- Conducting secondary research
- Ability to identify target audiences
- Ability to develop a compelling narrative
- Ability to develop an evidence-based story
- Ability to use specialized communications and design technology

Job-Specific Knowledge

Be an expert in the following job-specific knowledge areas:

- Deep knowledge of human behaviour
- Ability to link content to audience

Core Transferable Skills

Be an expert at all core transferable skills:

- Thinking skills
- Communications skills
- Organizational skills
- Interpersonal skills
- Technical literacy

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Communications (journalism) with a minor in computer science
- Game Design: Art and Concepts Specialization from California Institute of the Arts from [Coursera](#)

I 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 journalism where I focused on learning to tell a concise story. Leveraging education and learning is critical to be one step ahead of my competition.

Employment Experiences:

- Did an internship at local gaming 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 game writer lead and launched first app-based game four years after

My big break happened by choosing to do a particular 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 would need to take charge of the world I design and all the characters in it. It was all up to me. When I went to a larger company, I had the advantage of having “owned” a title already, and this set me apart.

<p>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 years old. I led the graphic novels group. In the group, I built my network and identified mentors. ● When I am back in my hometown I host an annual gamer hackathon to mentor up-and-coming designers ● Was on executive of my university gaming club. Very active in gaming community and engage 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 and I am happy to be only three hours away from my hometown by plane. Balancing career and life is a challenge and there is no “right” answer. You need to make the decision that feels right for you.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> ● Cold-called founder of a start-up in my first year of university. This cold call led to my internship and 10 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>



Transmedia Copywriter

SALARY RANGE (2017): \$49,000–\$69,000

I tell the stories of my clients. My job is to take a client’s communications brief and generate original ideas that grab the attention of the target audience. This may include creating slogans, body copy, jingles and scripts. I’ve heard about the old days when some copywriters could limit their stories to words, but today, a copywriter needs to tell a multi-faceted brand story that invokes emotion across media from digital to print to entertainment to TV to outdoor to experiential events and beyond. This requires a skill to craft rich, interconnected storylines. Creative storytelling is my unique value proposition.

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

PRIORITY KNOWLEDGE AND SKILLS:

<p>Job-Specific Skills Be an expert in the following job-specific skills:</p> <ul style="list-style-type: none"> ● Formulating research questions ● Conducting secondary research 	<p>Job-Specific Knowledge Be an expert in the following job-specific knowledge areas:</p> <ul style="list-style-type: none"> ● Deep knowledge of human behaviour ● Broad expertise in current events 	<p>Core Transferable Skills Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> ● Thinking skills ● Communications skills ● Organizational skills ● Interpersonal skills
--	---	--

<ul style="list-style-type: none"> ● Ability to conduct qualitative research ● Ability to identify target audiences ● Ability to develop a compelling narrative ● Ability to develop an evidence-based story ● Ability to use specialized communications and design technology 	<ul style="list-style-type: none"> ● Ability to link content to audience ● Expertise in use of language 	<ul style="list-style-type: none"> ● Technical literacy
---	---	--

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> ● Bachelor of Communications (journalism) ● Completed two-year new media production and design diploma from local polytechnic part-time ● I listen to a minimum one creativity podcast per week 	<p>The medium still is the message. I love that communications mediums are constantly changing. When I learned about transmedia communication, a professor helped me craft a learning path that included training in different forms of media.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> ● Completed an internship at a marketing agency during university ● Did contract editing, copywriting and video editing while in school ● First job out of university was as an editorial design assistant at magazine. Wrote copy and did photography. ● Joined a small creative agency as an account coordinator and transitioned to creative team after two years ● Joined larger agency as transmedia copywriter 	<p>New technology has radically changed how communications campaigns are designed. To gain the experience I needed to lead the creation of immersive storytelling, marketing promotion and entertainment, I sought out a range of jobs that helped me explore the intersection of digital media with principles of transmedia copywriting, consumer psychology, design, data and creative production.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> ● Volunteer webmaster for two local non-profits ● On board of local photography club ● Active member of local marketing association 	<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.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● During university, I created a transmedia-style 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>My friends and I are always mashing up old and new media in our creative projects. Although I'm not a big gamer, I like to keep up to date on gaming's influence on entertainment and culture.</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 News Reporter

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

I collect and analyze facts about newsworthy events and people through interviews, data analysis and observation. I produce stories across different mediums from print to online video to photo gallery slide shows. My job is to tell people what's happening so they can make informed decisions as citizens. I pursue the truth by talking to diverse sources and communicate the news to my audience in a manner that's relevant to them. My reward is making a difference in my community and learning about a variety of issues.

The Tip: Your reputation is your currency. It takes years to build and can be ruined with one mistake. Remember this every day.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific Skills

Be an expert in the following job-specific skills:

- Pitching original story ideas
- Ability to identify target audiences
- Ability to develop a compelling narrative
- Ability to develop an evidence-based story
- Conducting secondary research
- Ability to conduct qualitative research
- Ability to conduct quantitative research
- Ability to curate third-party content
- Ability to use specialized communications and design technology
- Ability to drive content across media channels

Job-Specific Knowledge

Be an expert in the following job-specific knowledge areas:

- Knowledge of political structures (e.g. city hall, education and the health care system)
- Deep knowledge of human behaviour
- Broad expertise in current events
- Ability to link content to audience
- Expertise in use of language

Core Transferable Skills

Be an expert at all core transferable skills:

- Thinking skills
- Communications skills
- Organizational skills
- Interpersonal skills
- Technical literacy

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Communications (journalism) with a minor in creative writing, economics or science
- Certificate in video production from local

Being a news reporter today is challenging. I am highly motivated by bringing news and facts to my readership so they can make informed decisions in their lives. I hold authorities to account for their decisions. To maintain a

<p>college</p> <ul style="list-style-type: none"> Completed a course from the University of New South Wales on Transmedia storytelling via Coursera. Investigative reporting is evolving rapidly, but my favourite book remains the classic <i>All the President's Men</i> and <i>Spotlight</i> is one of my favourite films Gerard Ryle's Ted Talk on the Panama Papers and investigative journalism is inspiring 	<p>competitive advantage, I ensure I am agile and can work across media platforms. I developed a formal educational plan to deliver on this. Today, I focus on informal learning to ensure I understand current events and emerging trends and how they may impact my profession. Learning is core to my job every day.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> Joined school newspaper in first week at university. Wrote 12 articles in my first year and shot and edited video for half of them. Did an internship at local community newspaper. Hired for two summers while in school. Hired as a digital media specialist with local TV station. Promoted to on-air news reporter. I am a passionate photographer and generate \$200 per month in iStockphoto revenue 	<p>In journalism, networks create opportunities. I knew this on day one 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 a reporter.</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 and I am an exceptional communicator. I leveraged these two assets to volunteer with a capital fundraising campaign for a community health foundation. I made a difference and I learned so much. This made me a better professional.</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. 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 a reporter you need to have a reputation and respect amongst your sources. 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 support and champion and have been flexible as my career progresses. 	<p>I know success as a reporter is about building strong relationships and networks. I do this by recognizing all relationships must be win-win. Being a reporter can involve long hours (early mornings, late nights and weekends), so I need to have strong personal relationships.</p>



Transmedia News Editor

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

I assign reporters to cover newsworthy people and events, and discuss various story approaches, angles and deadlines. I check for accuracy and fairness in our stories. I am responsible for choosing which pitches go live and how the stories should be told, from text, video, audio, photos and social media or a combination of those and more. I oversee all aspects of the story to ensure use of all news sources meet the rigorous standards of my employer. I guide the curation team to ensure each 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?; did it change 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:

Job-Specific Skills

Be an expert in the following job-specific skills:

- Supervising and coaching staff
- Time management
- Production schedule management
- Understanding media ethics and stylebook
- Ability to identify target audiences
- Ability to develop a compelling narrative
- Ability to develop an evidence-based story
- Formulating research questions
- Conducting secondary research
- Ability to conduct qualitative research
- Ability to conduct quantitative research
- Ability to curate third-party content
- Ability to use specialized communications and design technology
- Ability to monetize curated content across media

Job-Specific Knowledge

Be an expert in the following job-specific knowledge areas:

- Deep knowledge of human behaviour
- Broad expertise in current events
- Ability to link content to audience
- Expertise in use of language

Additional Areas

- Human resources regulations of the company

Core Transferable Skills

Be an expert at all core transferable skills:

- Thinking skills
- Communications skills
- Organizational skills
- Interpersonal skills
- Technical literacy

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none">● Postsecondary degree or certificate in journalism● I consume a broad range of media within news and beyond to stay as creative as my reporters. Current favourite journalism podcast is The Turnaround.● Voracious reader of management books like <i>Under New Management</i> by David Burkus	<p>I love having the responsibility of leading a content team. I work to set the news agenda through discussions with my reporting staff and staying on top of trends and news developments. I need to be connected to the community I serve. Being a news editor is about more than just sticking around the newsroom long enough to advance. It's essential that I earn the trust of my reporters and support them in their daily tasks and in their longer-term development. I schedule time to stay current on tech developments in our industry and how our competition covers the news.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none">● Editor-in-chief of campus newspaper for two years in university● Two internships at community newspapers where I had a high level of responsibility early● Ran a local politics blog in university● Offered job after second internship; worked as city council reporter for four years and civic affairs columnist for one year● Promoted to news editor. After two years, offered editor job at big-city newspaper managing eight reporters.	<p>I jumped on early opportunities to lead my peers in a newsroom setting. The early experience—and learning from our mistakes—taught me I was made for the unrelenting deadlines of the news world. In my first few years of reporting, I worked hard to earn the trust of a large pool of sources and my editor because I knew I wanted to move up. My year as a columnist allowed me to develop my voice as a writer and hear a lot of feedback from our readers.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none">● Alumni mentor for journalism students● Coach my child's soccer team	<p>I love being able to teach another generation of reporters what the job entails today and how it's evolving along with technology.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none">● Did an undergraduate research project on First Nations news coverage● Volunteer contributor to tech blog	<p>I must know about my world and the people who comprise it. I seek to learn about people from challenging situations and speak their language.</p>
<p>Relationships:</p> <ul style="list-style-type: none">● Even mentors need their own mentors. I maintain strong relationships with former classmates and colleagues who have risen to management roles.	<p>I follow established and budding journalists on social media and let them know when I like their work. I attend or volunteer at industry conferences. People who have worked with me will vouch for me.</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: In a world of hype for big data and analytics, people forget communications is about real people. Get out from behind your screen and talk to someone different every day.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific Skills

Be an expert in the following job-specific skills:

- Ability to identify target audiences
- Ability to develop a compelling narrative
- Ability to develop an evidence-based story
- Formulating research questions
- Conducting secondary research
- Ability to conduct qualitative research
- Ability to conduct quantitative research
- Ability to curate third-party content
- Ability to use specialized communications and design technology

Job-Specific Knowledge

Be an expert in the following job-specific knowledge areas:

- Deep knowledge of human behaviour
- Broad expertise in current events
- Ability to link content to audience
- Expertise in use of language

Additional Areas

- Advanced research skills including the ability to use analytics tools
- Leverage research to support consumer insights
- Compelling presentation & report-writing skills
- Advanced business acumen

Core Transferable Skills

Be an expert at all core transferable skills:

- Thinking skills
- Communications skills
- Organizational skills
- Interpersonal skills
- Technical literacy

BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Communications (journalism) with minors in statistics and business
- 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 part analytics guru, part anthropologist, part salesperson. To be great, I need to persuade senior people to act on my recommendations because if they don't, I'm just another data nerd.

<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Worked as a bartender during university • Event and promotional marketing experience from summer jobs • Pursued a sales position out of university to understand role of data and metrics • Transitioned to a corporate marketing analytics position five year into career • Transitioned to agency in year 10 to apply both communications and analytical skills in advising clients 	<p>Front-line experience interacting with real customers (e.g. hospitality, promotions) early in my career offered 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 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 new people, stakeholders, responsibilities and industries. I got out early and often and met people with diverse perspectives. I find that making contributing to my community has a huge effect on 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 an 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>



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. To do my job well I need to leverage my skills as a researcher and storyteller.

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:

<p>Job-Specific Skills Be an expert in the following job-specific skills:</p> <ul style="list-style-type: none"> • Ability to identify target audiences 	<p>Job-Specific Knowledge Be an expert in the following job-specific knowledge areas:</p> <ul style="list-style-type: none"> • Deep knowledge of human behaviour 	<p>Core Transferable Skills Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> • Thinking skills • Communications skills
---	--	---

<ul style="list-style-type: none"> ● Ability to develop a compelling narrative ● Ability to develop an evidence-based story ● Formulating research questions ● Conducting secondary research ● Ability to conduct qualitative research ● Ability to use specialized communications and design technology 	<ul style="list-style-type: none"> ● Broad expertise in current events ● Ability to link content to audience ● Expertise in use of language <p><u>Additional Areas</u></p> <ul style="list-style-type: none"> ● Ability to leverage a variety of marketing assets including, sponsorship, events, media and public relations. 	<ul style="list-style-type: none"> ● Organizational skills ● Interpersonal skills ● Technical literacy
--	---	---

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> ● Bachelor of Communications (journalism) with a minor in policy 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>I didn't take long for me to realize, 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. ● Did a three-month international posting in Dubai 	<p>Travel taught me the reality that "context matters." I've learned humility by recognizing how much I don't know. For me, this 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>



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. I might also 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 first hand, complacency is not an option.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific Skills

Be an expert in the following job-specific skills:

- Ability to identify target audiences
- Ability to develop a compelling narrative
- Ability to develop an evidence-based story
- Formulating research questions
- Conducting secondary research
- Ability to conduct qualitative research
- Ability to curate third-party content
- Ability to use specialized communications and design technology

Job-Specific Knowledge

Be an expert in the following job-specific knowledge areas:

- Deep knowledge of human behaviour
- Broad expertise in current events
- Ability to link content to audience
- Expertise in use of language

Core Transferable Skills

Be an expert at all core transferable skills:

- Thinking skills
- Communications skills
- Organizational skills
- Interpersonal skills
- Technical literacy

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Communications (journalism)
- Completed [transmedia writing](#) course from Michigan State (via Coursera)
- Professional Project Management (PMP) certification via the [Project Management Institute](#)
- Continually updating my technical skills

Technical communications is changing fast; stagnation is a career killer. My journalism degree and related experience taught me how to concisely communicate complex issues. Today, what used to be technical writing has become technical communications as video has displaced most traditional communication. Doing my project management certificate was critical for my promotion to manager.

<p>Employment Experiences:</p> <ul style="list-style-type: none"> ● Retail telecommunication sales during university ● Completed internship as marketing coordinator for a technology start-up ● Completed second internship for a larger global technology company. Offered a full-time position at graduation. ● 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>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 needed structure. The processes large companies use supports this 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"> ● Was president of the journalism society at university. Today, I mentor journalism students. ● I am an active member of the Society for Technical Communication. I chair professional development sub-committee. 	<p>Getting involved in my professional community is a form of professional development for me. It is rare for me to mentor a student or attend a society board meeting where I don't learn something new.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● Doing an international exchange program in high school sowed the seed for building an international career 	<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 "how" I'll build a global life.</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>



Director of Content Curation – Arts Foundation

SALARY RANGE (2017): \$89,000–\$113,700

My job is to ignite passion for the arts. I work with extraordinary artists across a broad range of mediums—from print to paint to photography and sculpture. I focus on getting the artists and their creations out into our community to make meaningful connections. My team spends their time developing rich interactive content profiling the artists and arts organizations we support. We create communications strategies that place this content in digital and print channels. If we do it well, the passion turns into action and new audiences become arts buyers and supporters.

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:

<p>Job-Specific Skills Be an expert in the following job-specific skills:</p> <ul style="list-style-type: none"> ● Ability to identify target audiences ● Ability to develop a compelling narrative ● Ability to develop an evidence-based story ● Ability to curate third-party content ● Ability to use specialized communications and design technology ● Ability to monetize content 	<p>Job-Specific Knowledge Be an expert in the following job-specific knowledge areas:</p> <ul style="list-style-type: none"> ● Deep knowledge of human behaviour ● Broad expertise in current events ● Ability to link content to audience ● Expertise in use of language 	<p>Core Transferable Skills Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> ● Thinking skills ● Communications skills ● Organizational skills ● Interpersonal skills ● Technical literacy
---	--	--

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> ● Bachelor of Communications (journalism) with a minor in marketing ● Diploma in photography and video editing from local college ● Voracious consumer of psychology resources including the Hidden Brain podcast 	<p>Content is king and will only become more important. My education in journalism combined with marketing and video editing gives me a valuable combination of creative, business and technical skills. When I thought about my education “mix,” I focused on making it my unique asset.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> ● Summer job with tourism bureau while in university ● Managed student union website at school ● Started career as the communications coordinator for a non-profit foundation ● Recruited to lead all content curation at large arts foundation ● Currently averaging \$900 per month in online stock photography 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 journalism, photography, videography and copywriting. What I do every day is the intersection of what I’m good at, what I love to do and making a living. My test for taking on any job is simple—would I do what I do every day for free?</p>
<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 curation for a local marketing association’s digital channels 	<p>I 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>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● Active blogger and personal storyteller ● Voracious consumer of popular culture and the factors that drive trends 	<p>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>
<p>Relationships:</p> <ul style="list-style-type: none"> ● Seeks mentors who are opinion leaders with diverse experiences 	<p>I need to be social and easy to get along with because if I am, people will let me into their world and allow me to document their stories, and trust I will act in their best interest.</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, stakeholders and the public at large. I also need to understand the political landscape and identify opportunities to build our agency's reputation as a trusted thought leader.

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:

Job-Specific Skills

Be an expert in the following job-specific skills:

- Ability to identify target audiences
- Ability to develop a compelling narrative
- Ability to develop an evidence-based story
- Ability to curate third-party content
- Ability to use specialized communications and design technology
- Formulating research questions
- Conducting secondary research
- Ability to conduct qualitative research
- Ability to conduct quantitative research

Job-Specific Knowledge

Be an expert in the following job-specific knowledge areas:

- Deep knowledge of human behaviour
- Broad expertise in current events
- Ability to link content to audience
- Expertise in use of language

Additional Areas

- Understanding public policy and the business of a government agency
- Ability to develop and execute a media plan

Core Transferable Skills

Be an expert at all core transferable skills:

- Thinking skills
- Communications skills
- Organizational skills
- Interpersonal skills
- Technical literacy

BUILDING BLOCK EXPERIENCES:

Education & Learning:

- Bachelor of Communications (public relations) with minors in finance and design
- Master of Arts (political science)
- Certificate in web and social media analytics

My formal education in public relations provided a depth of product, pricing and promotional expertise. This, combined with training in finance and digital media, gave me the foundation to work in an increasingly convergent marketing communications world. I need to learn something new every day.

<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.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> ● Active in student government including as Vice President—Communications in my final year ● An executive of the Policy Studies Society at school ● 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 food bank and chair of communications and stakeholder sub-committee 	<p>My volunteer experience has 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 enjoy intrinsic motivators.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> ● I have always been a policy wonk 	<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"> ● Learned how to “play nice in the sandbox” with managers from other disciplines ● 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 communications discipline was a core skill. I needed to learn how to speak their language and translate my activities into things they appreciate.</p>



Freelance Writer & Editor

SALARY RANGE (2017): \$49,000–69,000

I am a freelancer writer and editor. My currency is my reputation for quality. I like the variety and the independence my work provides. I care deeply about my work, choosing clients who share my values and solving problems that challenge me. But being “choosy” about clients and projects means that I’m in 24/7 business development and networking mode; if I’m not bringing in new writing or editing business, no one is. This is both exciting and sometimes scary. My goal is to grow my freelance business revenue to the point that I can hire a small team of collaborators.

The Tip: Aspire to start your own company someday, but spend your first ten years working for other people who’ll teach you how to do this well.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Job-Specific Skills Be an expert in the following job-specific skills:</p> <ul style="list-style-type: none"> ● Ability to generate new story ideas ● Ability to pitch and sell story ideas ● Conducting secondary research ● Ability to conduct qualitative research ● Ability to identify target audiences ● Ability to develop a compelling narrative ● Ability to develop an evidence-based story ● Ability to curate third-party content ● Ability to use specialized communications and design technology 	<p>Job-Specific Knowledge Be an expert in the following job-specific knowledge areas:</p> <ul style="list-style-type: none"> ● Deep knowledge of human behaviour ● Broad expertise in current events ● Ability to link content to audience ● Expertise in use of language <p><u>Additional Areas</u></p> <ul style="list-style-type: none"> ● Business development and sales ● Business acumen including budget management 	<p>Core Transferable Skills Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> ● Thinking skills ● Communications skills ● Organizational skills ● Interpersonal skills ● Technical literacy
--	---	--

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> ● Bachelor of Communications (journalism) ● Completed multiple courses in small-business management ● Certificate in digital design ● Sales training from Mike Weinberg's Sales Simplified course 	<p>I am driven by a new challenge. I am a life-long learner and as a freelancer I cannot become complacent. I am being paid for my expertise so I need to always be updating my skills.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> ● Editor of university newspaper ● Internship at local radio station as a copywriter ● Copywriter and editor at local communications firm ● Did freelance writing and editing contracts concurrent to my agency role. This enabled me to build confidence I could be my own boss and still pay the rent. ● Today, I have a breadth of community writing and editing projects and the luxury to choose work I find challenging 	<p>Working for a communications agency was critical for my career. I couldn't imagine becoming a freelancer out of school. Being in an agency taught me how to work with clients and deliver on their needs. This is the kind of stuff you cannot learn in a classroom. Once, I became confident in my skill I started planning my career as a freelancer.</p>

Community Experiences: <ul style="list-style-type: none"> ● Volunteer at local community radio station as a copywriter ● On board of my university’s capital campaign ● Active as mentor in alumni association 	Being in a leadership position at the school newspaper taught me key networking skills. This led to me to building confidence and having the skills to support business development. To be a freelancer you must have the confidence to go find and then ask for the business.
Contextual Experiences: <ul style="list-style-type: none"> ● Took a six-month sabbatical and travelled through Africa and Australia 	As a freelancer, I can manage my own schedule and time. This creates opportunities for more freedom and “me” time.
Relationships: <ul style="list-style-type: none"> ● Had a senior mentor at an agency early in career ● My spouse has taken time out from their career while our children are in preschool 	My career map isn’t for everyone because it can create personal and professional stress. Balance is difficult as a freelancer, but my spouse and mentor are my rocks. They push me back on course when I lose balance and perspective.



Development Officer – Non-Profit Sector

SALARY RANGE (2017): \$47,187–\$72,232²⁶

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 program, my job is to connect donors to things they really care about. This job leverages my skills as a researcher and transmedia storyteller. 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:

Job-Specific Skills Be an expert in the following job-specific skills: <ul style="list-style-type: none"> ● Formulating research questions ● Conducting secondary research ● Ability to conduct qualitative research ● Ability to identify target audiences ● Ability to develop a compelling narrative ● Ability to develop an evidence-based story ● Ability to use specialized 	Job-Specific Knowledge Be an expert in the following job-specific knowledge areas: <ul style="list-style-type: none"> ● Deep knowledge of human behaviour ● Broad expertise in current events ● Ability to link content to audience <u>Additional Areas</u> <ul style="list-style-type: none"> ● Grant and funding application writing ● Networking and business development ● Issues & policies core to 	Core Transferable Skills Be an expert at all core transferable skills: <ul style="list-style-type: none"> ● Thinking skills ● Communications skills ● Organizational skills ● Interpersonal skills ● Technical literacy
--	--	--

communications and design technology	<p>the mission of the non-profit (e.g. environment)</p> <ul style="list-style-type: none"> ● Business acumen ● Brand strategy ● Sponsorship and fund development strategy
--------------------------------------	--

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> ● Bachelor of Communications (journalism) ● Completed co-op program ● Became a certified fundraising executive ● Completed multiple courses on evidence-based selling from local college ● Read and listen to all things fundraising 	<p>My first co-op placement was as a communications coordinator in my university's foundation. This experience energized me. It 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 ● Marketing coordinator in the auto industry ● Fundraising manager for a non-profit ● Development officer for a non-profit ● Campaign officer for a non-profit ● Community outreach 	<p>I focused on positions to give me experience in building targeted skills and assets. From this I become a great presenter and I 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 passionately 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>



Lawyer – Environmental non-profit

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

I represent clients in criminal and civil litigation and other legal proceedings, draw up legal documents, and manage or advise clients 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 clients to experts. However, to succeed, I need to translate evidence into a compelling and evidence-based story, both in text and orally.

The Tip: Today the core skills of journalism are increasing in demand outside the newsroom. The ability to persuade people through evidence-based storytelling is foundational for any senior professional’s success.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific Skills	Job-Specific Knowledge	Core Transferable Skills
Be an expert in the following job-specific skills: <ul style="list-style-type: none"> ● Ability to identify target audiences ● Ability to develop a compelling narrative ● Ability to develop an evidence-based story ● Formulating research questions ● Conducting secondary research ● Ability to conduct qualitative research ● Ability to conduct quantitative research 	Be an expert in the following job-specific knowledge areas: <ul style="list-style-type: none"> ● Deep knowledge of human behaviour ● Broad expertise in current events ● Ability to link content to audience ● Expertise in use of language <u>Additional Areas</u> <ul style="list-style-type: none"> ● Completion of law degree 	Be an expert at all core transferable skills: <ul style="list-style-type: none"> ● Thinking skills ● Communications skills ● Organizational skills ● Interpersonal skills ● Technical literacy

BUILDING BLOCK EXPERIENCES:

Education & Learning: <ul style="list-style-type: none"> ● Bachelor of Communications (journalism) ● J.D. (law degree) ● Understand the science of human decision making and motivation by reading books like Daniel Kahneman’s Thinking Fast and Slow and Dan Ariely’s Predictably Irrational 	I never intended to study law, but my major in journalism introduced me to the importance of research and rigor and this led to my interest in law. Journalism proved to be a very logical bridge to a career in law.
Employment Experiences: <ul style="list-style-type: none"> ● Server in university ● Residence leader in university ● Completed internship as a communications coordinator at law society during 	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 in a fast-paced environment with high potential for the unexpected. My experience allows me to control

undergraduate <ul style="list-style-type: none"> Worked three summers at a global environmental non-profit. I mentored under their regional in-house counsel. 	my emotions, so stressful situations don't escalate. I always practice the best ways to check in with people and how to defuse tension.
Community Experiences: <ul style="list-style-type: none"> Local charity event coordinator 	I manage a team of volunteers. From this, I learned how to get tasks done with individuals who aren't acting under traditional rewards or penalties.
Contextual Experiences: <ul style="list-style-type: none"> Was a varsity athlete in university in a team sport and was voted captain in my final year 	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.
Relationships: <ul style="list-style-type: none"> Sought to foster good working relationships with all the people I became dependent upon for deliverables. They need to know me well enough to understand my intentions. 	I understand motivation and how or why people do what they do. I need to know how to read people and know who's having a bad day and how to deal with that so I always get the best out of them.



Teacher – High School

SALARY RANGE (2017): \$47,000–\$83,000²⁷

I am an educator and mentor. To be a high school teacher is a serious commitment. My day rarely ends at 3 p.m. or 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 is what differentiates a successful student; it's also what sets apart great teachers and leaders.

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:

Job-Specific Skills	Job-Specific Knowledge	Core Transferable Skills
Be an expert in the following job-specific skills: <ul style="list-style-type: none"> Ability to identify target audiences Ability to develop a compelling narrative Ability to develop an evidence-based story 	Be an expert in the following job-specific knowledge areas: <ul style="list-style-type: none"> Deep knowledge of human behaviour Broad expertise in current events Ability to link content to audience Expertise in use of language <u>Additional Areas</u> <ul style="list-style-type: none"> Teaching certification Volunteer management/mentoring 	Be an expert at all core transferable skills: <ul style="list-style-type: none"> Thinking skills Communications skills Organizational skills Interpersonal skills Technical literacy

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none">● Bachelor of Communications (journalism)● Bachelor of Education	<p>I am both an educator and a storyteller. My education and learning reflects this convergence.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none">● Camp counselor in high school and university.● Undergraduate research assistant. Supported professor studying impact of communications technology on primary education.● Taught in UK for three years following graduation (private school)● High school teacher for past five years. I also supervise the school newspaper, yearbook and debate team.	<p>I learned how to be flexible and thrive in ambiguous situations. I learned how to rely on others and be relied upon. I got comfortable in a fast-paced environment with high potential for the unexpected.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none">● My community commitment intersects with my commitment as an educator	<p>A big part of this role is mentoring new teachers. Most have limited experience but are passionate educators.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none">● Active in debate club at university. Made nationals my final two years.● Active in the local chapter of Toastmasters	<p>My contextual experiences framed my values today. I am a passionate believer that students should view learning outside of the classroom—via clubs and volunteering as critical as classroom learning.</p>
<p>Relationships:</p> <ul style="list-style-type: none">● Sought to foster good working relationships with all the people I am dependent upon. They need to know me well enough to understand my intentions.	<p>Invest in relationships for life. I intentionally reach out to people unlike me. Everyone has a story if you just give them a chance.</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 (p. 33) 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 marketing research 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.

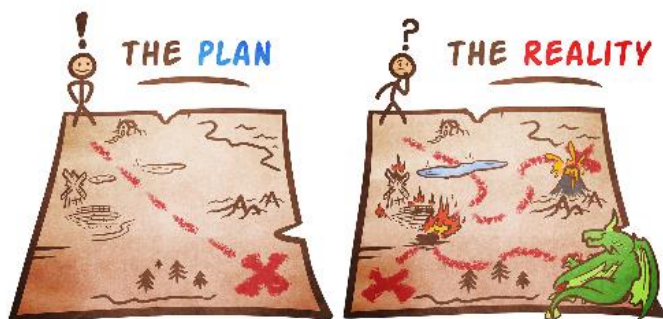
Experiences	Years 1-3	Years 4-6	Years 4-6
Education & Learning Experiences			
Employment Experiences			
Community Experiences			
Contextual Experiences			
Relationships & Mentors			

ADAPT AND CHANGE

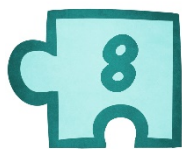
“THE MEASURE OF INTELLIGENCE IS THE ABILITY TO CHANGE.”

–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.

We’re going to close *Journalism YOU* with our **top ten list of things you should start doing today** if you want to pursue a life in journalism.

10 Things To Do If You Want to Become a Journalist

1. **Be Curious.** The best journalists are intensely curious about their world and the concerns of others. A story idea resides around every corner and sometimes right at your feet.
2. **Read a Lot.** Consume what the best journalists do. Look at how stories are handled across platforms. Learn what you like and why.
3. **Freelance and Pitch Stories.** Contact publications and news sites you like and pitch them on.
4. **Study Journalism** or find a job that gives you journalism skills. It's hard work. Don't get discouraged.
5. **Find Mentors.** Take a prospective mentor for coffee to help build your mission map and ask for advice. Follow that advice.
6. **Network and Be Liked and Respected.** Form a network. Try to get to know coworkers. People hire people they like and respect.
7. **Develop an Area of Expertise.** If you can become known as an expert you will have a marketable skill. Remember that all journalistic enterprises cover politics. It's good to know how political systems work and decisions are made.
8. **Develop a Portfolio.**
Work toward an excellent, attractive online portfolio. As part of this, consider identifying and entering awards competitions to build unique evidence in your portfolio of your expertise.
9. **Engage in Social Media, but Be Careful.** Have a presence, but keep it respectful and make sure you have good grammar.
10. **Read Job Descriptions.** They are free advice. Develop the skills cited there.



AT A GLANCE

1. *Journalism 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 life in communication.
4. A career in communications is influenced by three big questions:
 - What functional communications role 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 communications knowledge and core transferable skills.
7. Communications is 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 three 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 *Journalism 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 Communications Knowledge & Skills

Evidence-based Storytelling

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

Ability to pitch and sell story ideas: The ability to persuade others on the merit of your 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. At a high level, four major variables are most often used to segment audiences: behavioral trends (e.g. past use of different media), demographic characteristics (e.g. age, education), psychographic characteristics (e.g. values and beliefs) and geography (e.g. address or climate).

Ability to develop a compelling narrative: The ability to create compelling narratives across media to engage different audiences:

Ability to develop an evidence-based story: Ability to translate research and analysis into an informative credible evidence-based story: The ability to bring research to life through a range of media, to bring about a shared understanding and compelling reasons for change. Research alone doesn't change minds; an emotional hook and narrative are also required.

Expertise in use of 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.

Advanced Research & Analysis

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

Ability to conduct secondary research: This includes the ability to evaluate and synthesize information from a variety of secondary sources. It also includes using analytical and logical reasoning to support decision-making.

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 conduct quantitative research: Bring appropriate familiarity with research and analytics software. For example: a general understanding in statistical software tools such as SPSS, R, Tableau or SAS may be enough to collaborate with data analysts on research design and interpretation. A deeper fluency and confidence with survey tools such as SurveyMonkey, Google Surveys or Qualtrics will also be essential. Understanding different quantitative and qualitative data collection methods including social media scraping, questionnaires, mobile surveys, interviews, e-commerce trends and platform-use analytics will be required.

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.

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.

Content Curation

Ability to source third party content: Ability to synthesize third-party content into a compelling narrative with a clearly defined audience. Includes the ability to find and understand information on a specific topic. Digital content curation normally incorporates a range of media including text, video and audio. Content curation excludes the creation of original content, rather it encompasses gathering and disseminating existing content.

Ability to use specialized communications and design technology: Ability to use specialized communications and design technology to prepare, edit and distribute content across media platforms. This includes the ability to shoot high quality photos and create online photo galleries, shoot and edit video, create infographics for an online audience. In also includes the ability to use current software relevant to a role. Examples for design software currently include: iMovie, Premier Pro; Adobe Photoshop, Illustrator, InDesign and Sketch. Examples of web development tools include Adobe Animate CC and HTML 5. Website platforms include: Squarespace, WordPress, Wix and Weebly. GarageBand can be

used for video and audio editing, including podcasts. Be fluent with all major social media marketing platform tools, and can use Google AdWords and/or Facebook Advertising processes and technology in marketing programs and campaigns.

Ability to monetize content: This is the ability to monetize original and curated content across media channels. Strategies for monetization may include the ability to leverage Search Engine Optimization, Google AdWords, YouTube, Facebook Advertising, image revenue (e.g. iStockphoto) or video revenue. Advertising and sponsorship; subscription or premium content; data leasing.

Contextual Knowledge

Broad expertise in current events: Broad expertise in current events: Keeping current on a wide range of local and global trends including shifts in business, industry, society, marketing, technology, environment, entertainment, design, politics, culture, etc. to help place any data and findings in a meaningful context.

Ability to link content to 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, and the key groups it relates to.

COMMUNICATIONS CAREER RESOURCES

Media & Communications Job Postings

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

Jeff Gaulin's Journalism Job Board

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

Freelance Writing Job Postings

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

PR & Communications Job Postings

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

Professional Associations (Canada & U.S.):

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/>

Professional Writers Association of Canada

<http://www.pwac.ca/index.php/en/page/about-us>

Society of Professional Journalists (based in U.S.)

<https://www.spj.org/students.asp>

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/>

Labour Market & Career Information:

National Council for the Training of Journalists, Qualitative Research Summary on the Journalism Labour Market –

<http://www.nctj.com/downloadlibrary/NCTJ%20Emerging%20Skills%20FINAL.pdf>

Core Skills for the Future of Journalism

http://www.newsu.org/course_files/CoreSkills_FutureofJournalism2014v2.pdf

Practical Advice for Young/Aspiring Journalists

<https://newmediaubc.wordpress.com/contents/contents-by-category/>

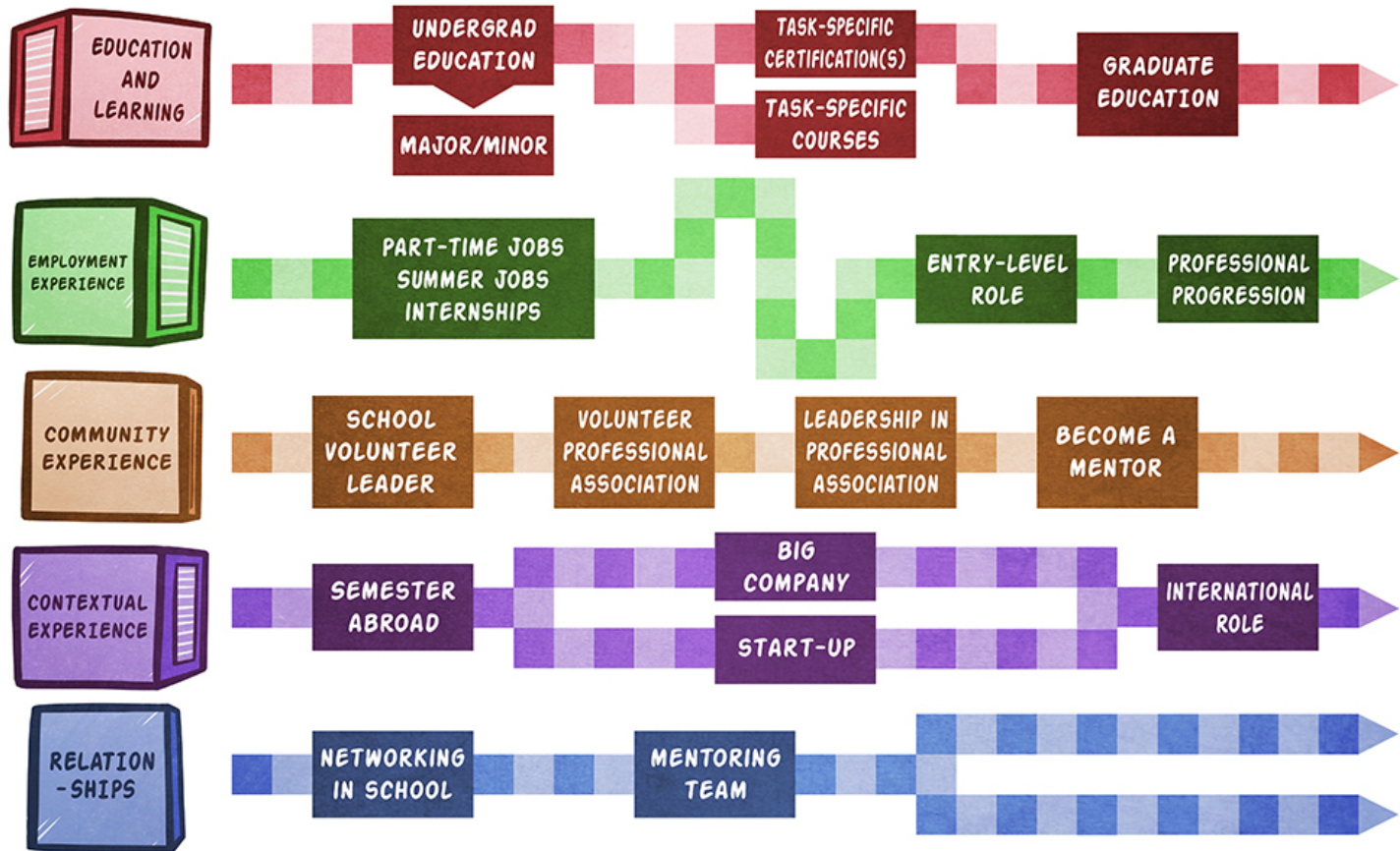
HOW TO GET THE MOST OUT OF YOUR UNIVERSITY EXPERIENCE

Building Blocks	Year 1 – Explore	Year 2 – Engage	Year 3 - Lead	Year 4 – Transition
Education & Learning	<ul style="list-style-type: none"> ❑ Meet with academic advising to map out courses. ❑ Explore all your student learning resource and student counselling resources and workshops. ❑ Be intentionally curious. Explore different courses with a goal. ❑ Narrow down what you like and what you are good at via Designing YOU. ❑ Book meetings with professors. ❑ Go to career development workshops. 	<ul style="list-style-type: none"> ❑ Select a major or specialization. ❑ Select a minor. Think interdisciplinary. ❑ Build relationships with professors. ❑ Pick electives with intentionality. ❑ Explore other learning and skill development opportunities via books, podcasts and online courses. ❑ If your program doesn't have a work term, explore a co-op placement. 	<ul style="list-style-type: none"> ❑ Meet with advising and map out your courses to graduation. ❑ Balance your courses – both course and content - to get the most out of them. ❑ Explore doing a project with a professor. ❑ Attend graduate school fair to explore your options. 	<ul style="list-style-type: none"> ❑ Leave your educational options open by finishing with solid grades. ❑ Turn your course work into evidence. ❑ Explore graduate school options and entrance requirements.
Employment	<ul style="list-style-type: none"> ❑ Get a part-time job focused on transferable skill development. ❑ Plan a summer job that test drives potential career paths. ❑ Start a LinkedIn profile. ❑ Explore all the career resources from the Alberta government. 	<ul style="list-style-type: none"> ❑ Get promoted at work and manage people. ❑ Test drive different contexts in your summer job. ❑ Join targeted LinkedIn groups and take targeted courses via Lynda. 	<ul style="list-style-type: none"> ❑ Identify skill gaps you need to close. All your jobs should be focused on targeted skill development. ❑ Have employers provide recommendation via LinkedIn. ❑ Summer jobs may be a gateway to a job post-graduation. 	<ul style="list-style-type: none"> ❑ Turn your employment experiences into employer benefits on LinkedIn. ❑ Ask for more responsibility at work. ❑ Get letters of references from all your employers. ❑ Build your professional network through your employer.
Community	<ul style="list-style-type: none"> ❑ Just say YES to every opportunity! ❑ Join clubs to meet people with similar interests. ❑ Explore volunteer opportunities on campus and in the community. ❑ Get involved in intramural sports. 	<ul style="list-style-type: none"> ❑ Take a leadership position in a club. ❑ Volunteer for a professional association linked to your professional mission. ❑ Organize an event on campus or in the community. 	<ul style="list-style-type: none"> ❑ Sit on the executive of student club. ❑ Pick something to lead in the organization you are engaged in. ❑ Build your professional network via a professional organization. 	<ul style="list-style-type: none"> ❑ Leverage your club executive role to build your professional network. ❑ Mentor new students through programs like the Peer Health Educator program.
Contextual	<ul style="list-style-type: none"> ❑ Start informational interviews to explore different career options. ❑ Explore Healthy Campus opportunities through Wellness Services. ❑ Explore diversity programs on campus. ❑ Explore international opportunities. 	<ul style="list-style-type: none"> ❑ Conduct more informational interviews to explore different contexts. ❑ Do a semester abroad or work overseas in the summer to explore different contexts. 	<ul style="list-style-type: none"> ❑ What contextual experiences are you lacking? Fill these gaps through class, employment or volunteer experiences. 	<ul style="list-style-type: none"> ❑ Get your post-graduation plan into place. Be opportunistic to build your experiences.
Relationships	<ul style="list-style-type: none"> ❑ Start to build a mentoring team. ❑ Join a professional association. 	<ul style="list-style-type: none"> ❑ Tap your mentors for informational interviews. 	<ul style="list-style-type: none"> ❑ Tap your mentors for support in building out your job-specific skills. 	<ul style="list-style-type: none"> ❑ Ask your mentors to advise on your post-graduation career path. ❑ Join university alumni association.

YEAR 1

10-YEAR MISSION FRAMEWORK

YEAR 10



— THE DESIGNING YOU PROCESS —

The *Journalism 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.

“Great products don't happen by accident. Products have a map, and more importantly, they have a champion: the product manager.”

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 *Journalism 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



Janice Paskey is an associate professor of journalism at Mount Royal University and a faculty supervisor of the *Calgary Journal*. Her students have twice won the Associated Collegiate Press Pacemaker for Best 4-Year Non-Daily Newspaper as well as the best Multimedia Story award and the AMPA Amber Bowerman writing award.

Janice is the past editor of Calgary's *Avenue* magazine and the *McGill News*, the McGill University alumni magazine. Over the course of her career, she has worked as Canadian correspondent for *The Chronicle of Higher Education*, web producer for CTV Calgary, executive director of communications for the University of Calgary Development Office, manager of communications for Development and Alumni at McGill, publications director at Brock University, associate editor of *What's Up Niagara* magazine and weekend reporter at *The St. Catharines Standard*.

Her research interests are [creative sentencing for environmental crimes in Alberta](#), collegiate media, and literary journalism. She has held grants from the Mount Royal University Institute for Environmental Sustainability, the Oil Sands Research and Information Network and [the Western Magazine Awards Foundation](#).

Her publications can be found at <https://mtroyal.academia.edu/JanicePaskey>.



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 *Journalism 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.gsma.com/mobileeconomy/>
- ⁵ Refer to: <https://www.theguardian.com/media/2017/may/02/google-and-facebook-bring-in-one-fifth-of-global-ad-revenue>
- ⁶ Refer to: <https://www.economist.com/blogs/economist-explains/2017/05/economist-explains-12>
- ⁷ Refer to: This from ipolitics: <http://ipolitics.ca/2017/02/07/facebook-nation-social-media-titan-now-dominates-canadian-news/>
- ⁸ For more information on the New York Times and VR see: <https://www.forbes.com/sites/patrickhanlon/2016/11/01/the-new-york-times-launches-daily-360-vr-news/#242e8f36226d>
- 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 For more information on the Stanford Study please see: <http://news.stanford.edu/2017/01/18/stanford-study-examines-fake-news-2016-presidential-election/>
- ¹¹ 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/>

-
- ¹² Refer to: <https://www.theglobeandmail.com/report-on-business/careers/career-advice/life-at-work/freelance-work-expanding-to-more-sectors-report-finds/article31519391/>
- ¹³ Refer to: <https://www.theglobeandmail.com/report-on-business/industry-news/marketing/specialized-freelancers-shaking-up-the-traditional-advertising-business-model/article31777643/>
- ¹⁴ Refer to: <https://www.fastcompany.com/3066905/how-the-gig-economy-will-change-in-2017>
- ¹⁵ Refer to article about the Data Scientist at BuzzFeed.
- ¹⁶ 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/>
- ¹⁷ 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>
- ¹⁸ Refer to data on gender wage gap from the US Bureau of Statistics at: <https://www.bls.gov/opub/ted/2017/womens-median-earnings-82-percent-of-mens-in-2016.htm>
- ¹⁹ 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>
- ²⁰ 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/
- ²¹ For more information and resources associated with *Lean In*, refer to <https://leanin.org/>

²² 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>

²³ 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>

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 *Visier 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>

²⁴ 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.

²⁵ Range from <https://ca.indeed.com/salaries/Writer-Salaries?period=yearly> and [Neuwoo](#)

²⁶ This is the national range for Canada. Refer to <http://www.payscale.com/>

²⁷ Refer to:

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

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.