



Career **MOMENTUM**

Autumn 2020



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Current. Connected. Committed.

CDA A



"Spring passes and one remembers one's innocence.

Summer passes and one remembers one's exuberance.

Autumn passes and one remembers one's reverence.

Winter passes and one remembers one's perseverance."

~ Yoko Ono

*By Paula Wischoff Yerama, CCDP
Executive Director, Career Development Association of Alberta*

As we inch closer and closer to the first official day of autumn, I hope you are able to reflect on and hold on to the exuberance of summer. It was definitely a different kind of summer. How did you choose to embrace and experience summer this year?

Return to school, return to work, and return to routine is going to be different for many this year. When autumn passes and winter nears, I hope you will be able to look back with reverence.

ACDC 2020 AND CDAA ANNUAL GENERAL MEETING

In early July we asked to hear from you about what you were thinking and how you were feeling regarding ACDC 2020. We wanted to be able to take your preferences into consideration in our decision making.

Three different options were proposed:

- Host ACDC 2020 at the Best Western Premier Calgary Plaza Hotel & Conference Centre, with whatever restrictions are in place, in October 2020.
- Host ACDC 2020 (or a revised program) virtually in October 2020.
- Cancel ACDC 2020 and host ACDC 2021 at the Delta Hotels by Marriott Edmonton South Conference Centre in May 2021.

We received 101 responses to the ACDC 2020 survey with the following results:

- Host ACDC 2020 at the Best Western Premier Calgary Plaza Hotel & Conference Centre, with whatever restrictions are in place, in October 2020. (18)
- Host ACDC 2020 (or a revised program) virtually in October 2020. (26)
- Cancel ACDC 2020 and host ACDC 2021 at the Delta Hotels by Marriott Edmonton South Conference Centre in May 2021. (54)

Three “other” options were also provided:

- Consider combination - virtual + in-person
- I am ok with #2 or #3. If the conference goes ahead then I will come and present but not stay for very much of the conference.
- Keeping in touch with industry is critical. Host virtually in Oct’20. Reduce cost so orgs can add additional attendees. Have those who had booths “sponsor” a virtual session where they can market themselves as participants are waiting for presenters.

The Best Western Premier Calgary Plaza Hotel & Conference Centre asked us to make a firm decision regarding ACDC 2020, based on the anticipated late July or early August Stage 3 announcement, by the second week of August. Based on the continued uncertainty regarding Stage 3 of the COVID-19 relaunch, your survey responses, and a very frank discussion with the CDAA Board of Directors we are, regrettably, cancelling ACDC 2020.

The Best Western Premier Calgary Plaza Hotel and Conference Centre will be forwarding our deposit to 2022 for ACDC 2022 and the Delta Hotels by Marriott Edmonton South Conference Centre has already been secured for ACDC 2021.

Over the next couple of weeks we will be undertaking the following actions:

- Moving all the registered ACDC 2020 speakers, exhibitors, and delegates to the May 4&5, 2021 dates. Anyone currently registered as a speakers, exhibitor, or delegate will of course have the option of cancelling and receiving a refund if the new dates don’t work. Once this process has been completed, registration details for ACDC 2021 will be provided.
- Exploring options for hosting a virtual Ignite Your Passion event in October / November 2020 in lieu of ACDC 2020. Information will be provided as soon as it is available.

Please save the following dates for ACDC 2021 and ACDC 2022:

- ACDC 2021 – Edmonton, AB – May 4&5, 2021
- ACDC 2022 – Calgary, AB – May 3&4, 2022

In order to assist you with meeting your professional development goals, several virtual conference options are available to you including:

- Virtual International Conference – Evolving Education and Careers (October 22-23, 2020)
<https://www.eventbrite.co.uk/e/international-conference-2020-evolving-education-careers-tickets-99335346696>
- NBCDA 2020 Conference – Making Connections (November 24-26, 2020)
<https://nbcdag-gadcnben.weebly.com/>
- Cannexus 21 – Career Development for Public Good (January 25 & 27, February 1 & 3, 2021)
<https://cannexus.ceric.ca/> - Registration now open! Register by September 9 to receive the Gratitude rate.
- CERIC webinars – <https://ceric.ca/ceric-events/webinars/>

Thank you for your ongoing patience and understanding as we continue to navigate these uncharted waters.

Your health, safety, and well-being continues to be our primary concern. Please consult: <https://www.alberta.ca/coronavirus-info-for-albertans.aspx> for up to date information and resources for you, your family, your workplace, and the people you support.

IGNITE YOUR PASSION 2020

As you know, Ignite Your Passion is typically held in October / November. Because ACDC was postponed to October, Ignite Your Passion was not going to happen this year. I am thrilled to report that now, with ACDC being cancelled, Ignite Your Passion will be going ahead! Stay tuned for details regarding a virtual professional development experience to be held on October 27/28, 2020. Details are in the process of being finalized and as soon as we have more information available, we will share it. In the meantime, please mark your calendars for a special edition of Ignite Your Passion!



SUPPORTING CANADIANS TO NAVIGATE LEARNING AND WORK

On July 27, 2020, the Canadian Career Development Foundation (CCDF) provided the following updates regarding the CDP Competency Framework / Pan-Canadian Voluntary Certification Program for Career Development Professionals:

- Validation of the new Competency Framework for CDPs is now underway, with over 100 CDPs reviewing and providing feedback on the final versions of the competencies that make up the framework. The content of the competencies being validated has gone through a rigorous review by hundreds of CDP subject matter experts in all 13 provinces and territories.
- We are progressing into the second phase of the project where we will begin the journey towards national certification.
- The National Stakeholder Committee (NSC) will continue to be the outreach arm of the initiative, ensuring respective memberships/constituencies are informed, included, and engaged throughout last 15 months of the project and beyond.
- A new committee of CDPs, the National Certification Steering Committee (NCSC), will work to lay the foundation needed to build a sustainable and progressive certification program, including a national certifying body, that will outlast this project!

The CDAA is represented on the National Stakeholder Committee (NSC) and National Certification Steering Committee (NCSC) by CDAA Member, Sue Kersey.

NEW CDAA INITIATIVES

Open for Business

If you are currently providing career and employment services and taking on new clients, we want to promote you. We will be putting together a career and employment service document that can be shared on the website and via social media for individuals / organizations that are seeking career development support. In an effort to keep the document “manageable” we are simply asking for your service’s name, city / town, website, and preferred social media account. Please provide the requested information via this Open for Business submission form: <https://cdaassoc.wufoo.com/forms/open-for-business/>.

You can access the “Open for Business” resource from the CDAA website (<https://www.careerdevelopment.ab.ca/>) and also from our various social media platforms.

CDAA Community Check-Ins

We are looking forward to restarting our bi-weekly Zoom meetings for CDAA members after a summer break. These Community Check-Ins, which we launched in April, offer an informal way for members to connect with another, discuss relevant topics, share information and resources, and just catch up! Dates, times, and connection details will be included in the “Important Message from the CDAA” emails.



Free Webinars

We are interested in setting up a series of FREE member to member webinars for the next couple of months, and possibly beyond, to showcase the range of career development expertise our members have to offer. These would be short (1 – 1.5 hour) webinars and offered free of charge to members only. If you have a webinar topic you would like to share, pro bono, with other CDAA members, please contact me directly and we can discuss some options.

ARE YOU HIRING?

If you are recruiting career development professionals to your organization, please let us know! We can share your job posting via the weekly Job Opportunities newsletter. Simply email your job posting PDF or weblink to admin@careerdevelopment.ab.ca or ed@careerdevelopment.ab.ca and we'll share it with all CDAA members!

STAY CURRENT! GET CONNECTED!

If you are not yet connected with the various CDAA social media channels, we encourage you to do so!

The Career Development Association of Alberta LinkedIn Group:
(<https://www.linkedin.com/groups/2593883/>)

The Career Development Association of Alberta Facebook Page:
(<https://www.facebook.com/CareerDevAB/>)

The Career Development Association of Alberta Twitter Page: (<https://twitter.com/CareerDevAB>)

The Career Development Association of Alberta YouTube Channel:
(<https://www.youtube.com/channel/UCCMSkI43Flf6EWsloKBh-mg>)

All of the above are great ways for you to stay current and get connected. Network with your colleagues and other professionals, promote your services, find out about what's happening in the broader career development community, take advantage of professional development opportunities and more!

Did you know that the CDAA recently uploaded all of the recorded sessions from previous Alberta Career Development Conferences to its YouTube Channel? There are over 25 concurrent sessions available for your viewing!

The CDAA's bi-weekly *Community Connector* is another fabulous way to connect with resources, information, professional development and training opportunities, and more. Do you have something to share? CDAA Members wishing to share their own events / workshops / practitioner resources or Member sourced events / workshops / practitioner resources in the CDAA Community Connector may do so, free of charge, by providing a direct web link to the CDAA. To submit, please send the direct web link for the event / workshop / practitioner resource and a brief description to admin@careerdevelopment.ab.ca or ed@careerdevelopment.ab.ca with "Community Connector" in the subject line. Please note only the direct web link and a brief description will be included in the CDAA Community Connector and we ask that you limit the amount of text in your description to 50 words or less.

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RESOURCE DATABASE

As Career Development Practitioners it is our responsibility to practice ethically – to uphold the Canadian Standards and Guidelines for Career Development Practitioners Code of Ethics and to adhere to the Canadian Standards and Guidelines for Career Development Practitioners. Heightened awareness related to systemic racism and racial inequality has reinforced and added urgency to this responsibility.

Through consciousness, education, and advocacy we can challenge social justice issues, racism, and discrimination that impacts our Black, Indigenous and People of Colour (BIPOC) members and broader career development community, and the clients and communities we serve. The experiences of our members are important to us. As your professional association we are here to support you. We are committed to listening and learning so we can be better and do better for you.

We have started to compile a list of accessible resources, organizations, events, and actions that can enhance our knowledge and understanding, provide opportunities for listening, learning, and involvement, and support us to take action. Please help us build an Alberta specific database for our members and broader career development community, and the clients and communities we serve. Do you have a resource you would like to share or a story you would like to tell? Please connect with us by email at ed@careerdevelopment.ab.ca

If you have any questions about the association, events, membership, the CCDP designation – anything career development, really – please feel free to reach out! We love to hear from you.

*"Love the trees until their leaves fall off, then encourage them to try again next year."
~ Chad Sugg*

Yours in career development,



Paula Wischoff Yerima, CCDP
Executive Director
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The Career Development Association of Alberta respectfully acknowledges that it operates from Treaty 6 territory, and respects the histories, languages, and cultures of First Nations, Metis, Inuit, and all First Peoples of Canada, whose presence continues to enrich the career development profession.

Joint Update from the Board of the Canadian Council for Career Development (3CD) and the Canadian Career Development Foundation (CCDF)

July 2020



The Canadian Council for Career Development (3CD) is in a period of transition. This letter is to provide you with an update and to reconfirm our commitment to being a national voice for the career development field and a champion for issues that concern all of us.

Background

In 2007, CCDF was approached by CDP associations in BC, AB and ON to find a mechanism to promote stronger collaboration, cohesion and advocacy in our field. After intensive consultations (with very clear and strong support from the field), 3CD was formed as an informal network of organizations interested in advancing career development in Canada. In 2016, 3CD formally incorporated as a non-profit entity.

From the beginning, CCDF has provided leadership, coordination and operational support for 3CD. Sareena Hopkins has served as the Executive Officer of 3CD since its incorporation and, behind the scenes, the whole CCDF staff team has made a sustained and significant volunteer commitment to keep 3CD moving forward.

Our Transition

While these past 13 years have resulted in important strides forward, the model is not sustainable. The Board of CCDF agreed for its staff to invest in incubating 3CD and now, both 3CD and CCDF agree that it is time for 3CD to embrace its identity as an autonomous organization. This will require some adjustments, no doubt, but the Board of 3CD is excited about working with its membership to shape a renewed vision for 3CD. CCDF continues its commitment by shifting to being an enthusiastic member of 3CD. This transition will formally take effect January 2021.

The Supporting Canadians to Navigate Learning and Work Project - National Certification

In 2018, CCDF secured funding from Economic and Social Development Canada (ESDC) to develop a new competency framework and model for national certification for career development professionals. Previously, a 3CD Working Group had been engaged in updating the existing Standards and Guidelines. Given its membership, 3CD originally seemed to be a natural home for the framework and national certification program. As the project has progressed, however, we have come to understand that the criteria and conditions required to play such a role are extensive and beyond the current capacity of 3CD.

CCDF has formed a National Certification Stakeholder Committee (NCSC), a working group, with representation from every province/territory and from 3CD to collaboratively design the structure, processes, policies and business model to develop a sustainable national certification program. A fundamental principle of this group is that the outcomes cannot be pre-determined, including who will

manage the program. In other words, our collective discovery and building process will shape all decisions regarding national certification and the eventual recommendations made to the National Stakeholder Committee for approval.

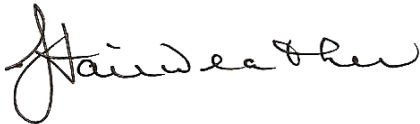
Next Steps for 3CD

Throughout the month of May and into June, the 3CD Board of Directors have participated in a self-study governance course prepared by former Board member Sharon Graham and have responded to a 3CD governance survey. Survey results have been reviewed and we are in the process of contracting a facilitator to guide us through the process of clarifying a renewed 3CD vision, mission, and mandate as an autonomous organization.

The 3CD Board knows that this process needs your input as 3CD members. Please be assured that you will be consulted and updated regarding the process and our progress as a Board. We feel strongly that 3CD has an important role to play, both as a representative organization for our field, and as a (small p) partner in the Supporting Canadians to Navigate Learning and Work project. This is an important step in our evolution and growth.

If you would like to discuss this with me personally, I would invite you to contact me and we will set up a time to connect.

With all sincerity and respect,



Jon Fairweather
Chair, 3CD
(on behalf of the 3CD Board of Directors)

And



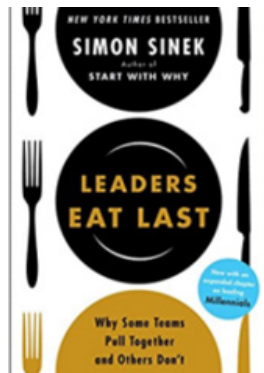
Sareena Hopkins
Executive Director, CCDF



Career Currents

Compiled by Jan Robinson,
CDAA Marketing & Communications Team

TOOLS AND RESOURCES



Available at [Amazon](#)

Leaders Eat Last - Simon Sinek

A new offering from author Simon Sinek that includes an expanded chapter specifically focusing on the art of leading millennials, and observations on how great leaders create environments in which people naturally work together, and how biology has played a role in management theory since the earliest days of hunter-gatherers.

Also watch Simon's 2014 TED talk, see [RECOMMENDED ONLINE OPPORTUNITIES](#) at the end of this report.



Be challenged, learn, get recognized! [Free tools and resources](#) for leadership

The Institute of Leadership and Management offers a number of free assessment tools, webinars and podcasts to help you on your leadership journey, such as Your Personalized Leadership Profile and access to weekly leadership podcasts.



Download the [eBook](#)

Murder by Meetings and Other Adventures from the Boardroom - MRH Group

A collection of lessons, secrets, and short stories from real managers to help you become an awesome boss in today's crazy business environment.

A Collection of Lessons, Secrets, and Short Stories That Will Help You
Become an Awesome Boss in Today's Crazy Business Environment

INTERESTING ARTICLES

Career and Leadership Development During COVID-19 – Psychology Today

- Remote work during COVID-19 can lead to positive career and leadership outcomes as significant numbers of employed workers transition to working remotely.

[Read article...](#)

How to maintain employee engagement and productivity during COVID-19– marsdd.com

- The importance of leaders to actively foster engagement and productivity in the daily lives of employees.
- How business leaders can help their people stay focused and mentally healthy.

[Read article...](#)

Leadership for a new era – mckinsey.com

- Four shifts that CEOs have made in the way they lead, seizing a once-in-a-generation opportunity to consciously evolve.

[Read article...](#)

NEW RESEARCH THIS QUARTER

NOTE: information referenced here may require viewer credentials to access.

Organizational Change Leadership Research: New Findings and Future Directions – Academy of Management

A symposium on what constitutes effective change leadership comprised of four papers (two empirical and two theoretical), exploring factors that influence the effectiveness of change leadership.

[Link to proceedings...](#)

Stress, Gender and Leadership – themyersbriggs.com

[Link to report...](#)

Digital business strategizing: the role of leadership and organizational learning – emerald.com

A theoretical framework to understand the role of leadership and organizational learning in digital business strategizing and examination of how digital business strategies emerge.

[Link to report...](#)

RECOMMENDED ONLINE OPPORTUNITIES

Actionable Conversations – the complete catalogue of leader-led conversation topics – leadership-mind.com

- A downloadable and comprehensive resource for busy team leaders to drive better relationships and better engagement that will enhance a wide variety of business metrics.

[Link to download...](#)

27 Tools Business Leaders Should Know About – Melissa Summer, Myers-Briggs

- Research and personal insights from their organization's leaders and psychologists on what leaders deem essential.

NOTE: This site offers a myriad of tools, guides, trends and more, from the market-leaders of personality, career, and organizational development assessments.

[Link to resource site...](#)

Why good leaders make you feel safe – TED talks

- A companion talk to his book *Leaders Eat Last* by Simon Senek.

[Link to TED talk...](#)

7 tips on Working from home during covid19: how to set up a home office – [Youtube](#)

Employment Standards Webinars - Government of Alberta

[Link to playlist...](#)

Upcoming Fall Webinars – CERIC

- Series: [The Wellness Paradigm](#): Preventative Self-Care Techniques to Help Career Professionals & Their Clients Succeed in the 'New Normal' – September 22, 29 & October 6, 2020 with Wayne Pagani, Carol Brochu, Michelle Precourt and Career Professionals of Canada (CPC)
- Series: [Connecting Career Development and Mental Health](#): Practical Applications with Clients – September 30, October 7, 14 & 21, 2020 with Dave Redekopp, Michael Huston and VRA Canada
- Free Series: [Career Theories and Models at Work](#) – October 5 & 19, 2020 with authors Jim Bright (Australia), Roberta Borgen (Neault) (Canada) & Deirdre Pickerell (Canada)
- Series (In French): [La pratique à distance](#) : transfert de savoirs professionnels, réseaux sociaux et dossier numérique – 20 et 27 octobre, 3 novembre 2020 avec Michel Turcotte, Nadya Villeneuve, Annie Gourde et OCCOQ
- Series: [Rethinking Career Engagement for Older Workers](#): Adapting to a Changing Workforce – November 3, 10 & 17, 2020 with William Borgen, Roberta Borgen (Neault), Jennifer Luke and the British Columbia Career Development Association (BCCDA)
- Series: [Remote Career Services](#): Reaching and Engaging Clients over Blended Technologies – November 12, 19 & 26 with Tannis Goddard and ASPECT

Ask alis! (alis.alberta.ca)



Alis – Alberta’s source for career, learning and employment information, can help people from diverse groups find the right fit.

The [alis website](https://alis.alberta.ca) has information and resources developed specifically for people with disabilities, Indigenous people, mature workers and others. Visit alis to learn more!

Introducing alis Q & A

Q: I can’t find work in my field. What can I do to boost my chances of getting a job in such a competitive market?

A: Alis offers several resources to help Albertans get back into the workforce. See our updated [Look For Work](#) page, featuring valuable tools to help people find and secure employment. We’ve broken the job search process into three sections:

- [Find a job:](#) Learn how to begin your job search, find the best places to look for work, and get access to thousands of Alberta job postings.
- [Apply for a job:](#) Get tips on how to organize your work search, ways to perfect your resumé and cover letter, and how to fill out applications.
- [Get the job:](#) Find out how to prepare for a job interview, the best way to respond to various interview questions, and how to negotiate a job offer.

Senior Care and Labour Market Trends

Submitted by Dorothy Ritz

In the past seven months COVID 19 has taught us many things and revealed gaps in addressing the needs of citizens in various ways. One powerful example is that Canada discovered how precarious care for seniors is. We learned that changes in models of service and additional resources are needed to adequately take care of our treasured aging parents, aunts, uncles, siblings, and friends who require assistance for day to day living.

For career development practitioners and their clients this presents a significant opportunity. There is high demand for employees who are trained and have an interest in caring for this age group, currently and into the future.

Following are some observations and insights from [Francine Drisner](#) - MHS, BScOT, Chief Operating Officer for Capital Care in Edmonton, Alberta. [Capital Care](#), open since 1963, provides care for frail older adults and disabled adults.

In an interview with Francine, she pointed out that while Capital Care provides comprehensive care for clients, work related to COVID 19 has become a priority. Regular day to day services continue while COVID protocols mandated by Alberta Health Services must be followed.

Organizations caring for this age group recently learned that employees who work in more than one facility may be passing COVID 19 from one seniors' home to another. Hence, workers are now designated to work in one facility only. To address current human resources needs, seniors' facilities are trying some untraditional options such as hiring / training "blended" workers. These employees may provide limited care for patients and in addition, work as cleaners, assist the recreational team, or screen visitors to the facility.

In addition to current challenges, what happens in this field after COVID 19? Francine pointed out that the need for employees in this area will continue and increase. As we track the largest population group on the planet, the baby boomers, born between approximately 1944 and 1964, we note that they are retiring and eventually will require various types of senior-related care.

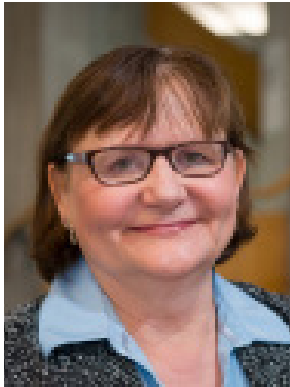
In addition to society in general, there are boomers in health care itself and some may be considering retirement. This will provide opportunities for workers to fill the vacated positions. In addition, there will be a need for leaders as significant numbers of senior managers in the health care industry may be nearing retirement age.

Examples of occupations in senior care could include nurses, family physicians, medical specialists, nurse practitioners, personal care aides, licensed practical nurses, managers, recreation therapists, recreation therapy assistants, pharmacists, home care workers, emergency medical personnel, those working in environmental services, laundry workers, dietitians, chefs and others who assist with food services, as well as related professions such as social workers, hearing aide practitioners, dentists, dental hygienists, optometrists, x-ray technologists, respiratory technologists, and more.

Francine says there is room for employees to expand on their training and to “move up” in organizations that care for seniors. Educational programs tend to be flexible. They offer online, part time, and module-based modes of training. This is helpful for employees who are seeking to stay with the organization and are interested in progressing to positions with increased responsibility and pay. Examples of educational programs can be found on the [Alberta Learning Information Service](#) website (educational information).

In addition, Francine pointed out that as Canada takes a look at how services for seniors are provided, there may be opportunities for creative and innovative ideas to address needs in balanced, inter-disciplinary and financially feasible ways while taking into consideration holistic care including physical, social, mental, and spiritual needs of clients. This may impact types of professions and how people work in this field.

Special thanks to Francine Drisner for her insights and observations in the preparation of this article.



Dorothy Ritz has been working with post-secondary students in the context of career development for 24 years. She is a recently retired manager from Career Development and Experiential Learning at MacEwan University. Dorothy has followed her passion – educating and equipping students to negotiate their careers. She has a masters’ degree in Leadership, a diploma in Career Development and an Education degree.

Leading with Systems in Mind

By Richard Fossey, BFA, MEd, PMP

For centuries, the prevailing view of change has been that of linear change where change is undifferentiated, and that outputs are proportional to inputs.¹ However, early in the 20th century, scientists increasingly saw that predominant linear-model thinking as ineffective. It didn't capture the true complex and emergent nature of the world so as scholars began to break out of the linear thinking paradigm, nonlinear dynamical systems theory, also known as chaos theory and complexity theory, provided a new way for us to conceptualize change. As leaders in today's complex, dynamic, and interconnected world, this new way to view the world, that more appreciates the "relentless nonlinearity of the universe" (Davis & Simmt, 2014, p. 90), allows us to view change differently. It allows us to be systems thinkers.

The Nature of Systems

Systems are defined as sets of elements existing in interrelation among themselves and with the environment. Systems can be closed systems, where the system moves toward equilibrium and tends to run down, or open systems, where the system exchanges energy with the environment and can import energy from the world around it. Systems involving people are open systems – they are complex adaptive systems. Complex adaptive systems are open, neural-like networks of interdependent, interacting agents (people) who are connected in a common cooperative dynamic. Complex adaptive systems are changeable structures, with multiple overlapping hierarchies, and like the people that comprise them, complex adaptive systems are linked with one another in an interactive network.

Systems Thinking

So, what does that look like in real-life? Our own bodies are good examples of systems working as sub-systems and in relation to other systems. Our breathing is managed by our respiratory system, our blood is managed by our circulatory system, and our nervous system manages all the nerves found within our body. Each system is responsible for its own function and at the same time, all the systems co-exist and function together to become the whole, our body. Our bodies are part of our family, our families are part of the community, our communities are part of a country and so on as we function within cooperative dynamic complex adaptive systems. At work, we are independent agents working within the formal and informal networks (systems) of business as we go about doing the work that we do.

Modern, knowledge era organizations can be viewed as systems; as eco-systems made up of complex adaptive systems; networks of people, which are nested subsystems within, and interacting with, the organization systems, which are nested subsystems within, and interacting with, environmental systems. This is the essence of systems thinking, seeing the interrelationships between systems.

¹ Please see the References at the end of this article to view the complete list of scholars, researchers, and authors whose work informed, supported, and inspired this work.

Systems thinking involves us applying four conceptual patterns: (a) making distinctions between what is in the system, and what is not; (b) organizing the parts and the wholes of systems into alternative nested systems; (c) recognizing the affect and effect of relationships within the systems; and (d) adopting new perspectives by transforming one's point of view. Systems thinking helps us define systems, organize systems, explain relationships in systems, and be aware of our perspectives while doing so.

Leveraging Systems Thinking

Even before the coronavirus pandemic (COVID-19), the world was changing. Many parts of the world were experiencing political and economic unrest, and many agree, the disruption in the energy sector has been significant. And now, the world system has changed because of COVID-19. COVID-19 has had an impact on all aspects of our lives including business. COVID-19 has changed what your business, and what your clients look like. Business opportunities prior to the pandemic quite possibly no longer exist but new opportunities emerge to take their place. Leaders who adapt quickly are more likely to be successful in this dynamic environment.

The result is that leading in today's business world is not the same as it was prior to the pandemic. Evidence supports the thinking that leaders should enable, rather than suppress or align, informal network dynamics. Informal networks are those networks formed when people find common ground that allows them to come together in relationships and networks. Informal networks allow people to come together and combine ideas and efforts in ways that trigger innovation and emergence. Leaders can enable informal network structures that trigger novelty, encourage strong ties that help people process and refine ideas, bring people together from diverse groups to energize and build momentum for change, help sponsors cycle ideas back into the operational system, and enhance knowledge transfer throughout the business. Leaders can also manage tensions that arise. Unmanaged tensions can be counter-productive and can even be destructive. Leading in business today involves helping people bridge differences, connect, and come together. Systems thinking can help us do that.



Richard works as a senior change manager consultant and Project/Program Manager. Richard has extensive entrepreneurial experience as well as wide-ranging experience in all types of corporate environments. Richard is also a doctoral candidate in the Learning Sciences program at the Werklund School of Education, University of Calgary. His research is focused on the features of highly adaptable senior leadership teams.

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The Power Of Eight: Leading In Business

By Harriet Tinka

“I manage eight people.” “I lead a team of eight people.”

I thought management and leadership were the same. Having been in business for over eighteen years, I can say it's not the same thing: management controls or redirects resources. In business leadership, this control is a prism called the Triple Constraint of Management. These constraints are control of time, quality, and money. Whichever one drives the organization, the other two will need adjustment. If delivering the product or service on time is the driver, it will be costly and quality will be sacrificed. If quality is the driver, it will take more time and be more expensive to create the product or service. If price is the driver, then you must give up quality and do it cheaper. Managers must find ways to control or redefine these three constraints to be sustainable. It's a balancing act.

In all this, where do people fall under? They are not part of the management prism. They fall under leadership. Who wakes up in the morning, saying, “manage me?” I think we can all say we want to be led, not managed.

Leading Environment

One key thing before understanding leadership is to know that humans are social animals. We respond in the environments we are in.

Last winter, I took my family on a ski trip. At the ski rental shop, the retail assistant, Nathaniel, was a university student from Australia. He was extremely knowledgeable and gave me a top-notch service. He took a year off from university to get some work experience. I asked him why he was so enthusiastic and so eager to help. He told me the culture was healthy and the leaders empowered all the employees to make decisions. Nathaniel went on to say that the leadership team had created an environment where everybody could strive. He had read about the company in his research while in Australia before applying for the position and was extremely happy working for them.

Employees should be in an environment where they have job satisfaction. Loving your job is a right, not a privilege. Working for something you don't like creates stress. Working for something you love creates passion. When leaders create an environment where employees feel safe, the vision for the company will rise. Managers often interview potential candidates and state that they want to hire people with passion. In my recent book, *Pillars of Success*, co-authored with Jack Canfield, I emphasize that everyone has passion and purpose. When leaders create a safe environment, employees do remarkably well. If we move a reasonable person in a bad environment, they are likely to be influenced by that hostile environment.

Conversely, if we bring a negative person in the right environment, they are likely to change positively. If leaders create a good environment, it builds trust. A toxic environment creates self-interest, paranoia, and distrust.

What is Leading in Business all About?

Leadership has nothing to do with rank. It is influence, a choice and a skill that we can all learn and practice. You may know someone in rank and has authority, but you will never follow him/her.

On the other hand, you may know someone who has no rank or authority, and you will follow them. Leadership is the responsibility to take care of someone on your left and right. We all have the responsibility to make others feel comfortable and confident in their work by how we treat them.

Leadership is like parenting. We all can be parents. It does not mean we should all be parents or want to be parents. It comes with a lot of responsibilities. Understanding the chain of command is essential. Let's take the example of a student whom I will call Payton. She goes to university and graduates in business. Payton applies and accepts the position with a large company as a junior accountant. In due time she gets more experience and is promoted to a senior position and eventually a management position. Payton is now supervising others who are doing her previous job. Since this was her old position, she trains the new employees her way of doing things. At times, it can create micromanaging of tasks.

Payton is now in a leadership position with no training but leading people who are managing costs. How will she lead? To lead, you must influence people's state of mind (angry, happy, frustrated, etc.). If you change their state of mind, then the intended results will be achieved.

The best leaders are the best followers because they know that the bus doesn't stop there. They are ready to learn because they are student leaders. They are relentless in improving everything they come across.

How Do You Measure Leadership?

It's easy to measure market share, profits, revenues, etc. But when it comes to leadership, there are no metrics to measuring it. How do you measure trust, integrity, etc. in the short term? Let's use an everyday example. Say you have a child. What is the metric that shows you love them? There isn't any. It is the daily practices that you do that will reflect it. For instance, when you sit and listen to your child's needs, read to them, give them hugs, etc. All these are little accumulations that begin to show love for your child.

Leadership is also about consistency and accumulations of little things and practices. Some companies hire a speaker for a two-day workshop. Then everyone gets their certificates to say they are now official leaders. How sustainable is that one event? Accumulation of practices becomes key. The workshop can be part of the accumulations. Some other examples of these small accumulations would include asking your employees how they are and standing and listening to their response. Leaders should not be asking for the sake of asking. Also, catching an employee doing the right thing, i.e. management by walking around (MBWA), is critical. MBWA is an effective way of discovering employment problems that no one would typically share. Leaders are acquainted with what is taking place in their organizations when they are in direct contact with their subordinates, customers, and the workplace.

MBWA increases leadership effectiveness. It is a way to connect directly to the employee tasks, build relationships, increase personal involvement, and express employee recognition of how they contribute to organizational success. With the small accumulations, leadership will be measurable by the long-term results. People will become loyal, there will be less turnover, and the culture will become healthy. The metrics can be seen in the productivity, the revenues, or market share.

People have been calling the Covid-19 pandemic these "uncertain times." No business times are ever certain. However, the recent pandemic is a reminder that times are uncertain. A crisis is a great revealer, and a time when leadership in business becomes critical. It is a catalyst for adapting organizational change.

What Can Leaders in Business Do Now More Than Ever?

While the list on what leaders can do is comprehensive, I have summarized eight key powers that leaders can start doing today. The key is to meet them from where they are right now:

1. Mission – Leaders need to make employees know they are part of the mission. Here is a mission with a purpose example: “We are not just making products. We are empowering families to reduce the stresses of daily tasks with one button.” Leaders must be clear in giving employees a reason to wake up in the morning. Empathy is even more critical in times of crisis. Give a speech on the vision. And share the pivot of what is coming and enlist people. Let them know what they can do.
2. What is the organization good at? “Good at” refers to their intellectual capital. What did you hire the employees for? What are their strengths that they contribute to the organization? Rewarding and developing these skills is essential. Connecting the employees and asking for their ideas on what they are good at is a good exercise. The employees will feel valued.
3. What does the world need – Revisiting these uncertain times is a reminder for leaders that employees are looking for meaningful change. Ask the group to come up with ten ideas on how they can keep the business alive. What are the gaps they see that their skillset can fill?
4. Having a fair and equitable compensation is critical. Transparency in promotion based on qualification will develop strong teams. Effective performance management should create alignment with corporate goals. Having a culture of diversity and inclusion will set the organization apart. Mentoring and developing their skills will soon have a ripple effect and spread out to your team. It becomes a living business ecosystem where everyone is connected directly or indirectly, and soon some will become team leaders, and they can carry on the succession legacy.
5. Checking in with the people – Be transparent and see how your employees are doing. Call them instead of sending an email. People can deal with good and bad news. What they cannot handle is uncertainty. It is essential to share the information to keep them in the loop. Keeping in mind a whisper can sound like a shout. Sharing the information is humanity, and leaders must treat employees as friends. Many of the employees may have to reskill, especially with the recent lockdown.
6. Conduct meetings virtually rather than emailing. Establishing this option will keep up the employees’ momentum and increase teamwork productivity.
7. Create a safe place with no judgement. Everyone should feel heard. Leaders should not focus on moral equivalency. Having an open environment for all is essential, and getting comfortable with uncomfortable conversations.
8. Encourage an infinite mindset. Continually learning and developing your employees is key to personal development and taking on new roles. Rewarding and motivating employees will require up to date blueprints for sustainability.

One exceptional skill for a leader in business to possess is courage. It is hard to stand up to external pressure. A leader does not have all the answers – admitting it takes courage. Leading employees in a safe environment with the accumulation of small practices will motivate employees to go the extra mile. Leaders should lead with purpose and be a person of influence. When you hear someone say, “I manage eight people.” or “I lead a team of eight people.”

*“Keep in mind that “Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things, they never thought they could do.”
~ Steve Jobs*



As a Turning Point expert, Harriet Tinka is a perfect example of someone finding a need in the community and filling it. She is known by her students as a “Powerhouse Role Model” who makes being genuine the most powerful thing of all. Despite dealing with obstacles in her life, she has overcome those hurdles and has found success by inspiring thousands of audiences reach their full potential. She has inspired and given hope to women who are faced with domestic violence and mental health illness.

Harriet is a #1 International Bestselling Author, Transformational speaker, Executive Life coach, Blogger, Chartered Professional Accountant, Football Official, and an Ultra-marathon runner. She is the founder and CEO of the award-winning Social Enterprise, Empowered Me Inc, a company whose mission is to inspire and empower girls and women.

Harriet has received numerous awards including YWCA Woman of Distinction, Global Woman of Vision, Afro-Canadian Community Woman of the Year, Action for Healthy Communities Youth Empowerment Award, Rotary Integrity Award and Daughter’s Day Award just to mention a few. She is a tireless philanthropist, and a Toastmaster Divisional Champion.

Guided Pathways: Integrating Essential Skills into CDP Practice

By Lina Wencel

For 31 years [Alberta Workforce Essential Skills \(AWES\)](#) has been a leader in essential skills training and development within Alberta and across Canada. AWES provides contextualized and customized essential skills training solutions based on research and development informed by economic, technological, demographic, and immigration trends. Thanks to the diligence of our Executive Director and exemplary work of our curriculum developers and trainers, AWES has been gaining momentum and steadily growing as an organization with projects expanding beyond provincial borders and being carried out at the national level. In 2019, AWES began [Guided Pathways: Integrating Essential Skills](#) which incorporates the federal essential skills framework into career development practices to enable career development practitioners across Canada to provide their clients with more efficient and effective pathways to employment.

A Pathway to Success

Guided Pathways is a five-year project funded by the Government of Canada's Office of Literacy and Essential Skills (OLES). It is an expansion of AWES' Integrating the Essential Skills Tools into the Employment Counselling Process in Alberta, a project of similar design that was completed in Alberta in 2017. In this previous initiative, it was revealed that prior to participation in the pilot only 4% of participating CDPs understood the federal essential skills framework as described by Employment and Social Development Canada (ESDC); however, after completion of the training workshops 93% of participants were able to successfully incorporate essential skills into their career development practice. The great success of this project is what inspired AWES to replicate these results at the national level with Guided Pathways.

The goal of Guided Pathways is to integrate essential skills frameworks and resources with current career development practices through a training program that will be delivered to 900 CDPs. The training will include instructions on how to use essential skills tools such as assessments, profiles, and complexity levels with clients.

When we began our needs assessment in the fall of 2019, we asked CDPs to participate in a nationwide survey to help us develop a better understanding of the career development sector's needs. From the survey, we determined that 81% of CDPs have looked for essential skills resources, and that CDPs face various barriers to practitioner training. Guided Pathways will provide accessible training to CDPs nationwide and ensure they can confidently apply essential skills methodology in their practices to better assess and assist clients in the future.

With additional knowledge of the essential skills framework, career development practitioners and employment counsellors will be able to assess the needs and skills of their clients and recommend more effective resources for training and closing skill gaps. With the current disruption of the labour market, Guided Pathways will satisfy a need for many employment seekers who will now require a more responsive approach to ensure they can attain and maintain employment as Canada's economy recovers.



Pivoting to Online

Initial plans for the training portion of Guided Pathways included a more traditional learning format that would allow for face-to-face mentorship and classroom workshops. With the current restrictions brought on by the COVID-19 pandemic, we have been able to pivot and to explore new delivery options. Although it was an unexpected change, this is as an excellent opportunity to explore new avenues. To ensure the safety of all participants and the quality of training, AWES will now be providing the training through an online delivery format. AWES has experience working online and delivering training remotely, however, this is the first time AWES will deliver online training of this scale. We partnered with Monarch Innovative Design for Learning to develop a virtual classroom that incorporates leading practices in online adult learning. The virtual space will also include an online community in which participants will be able to interact and engage with each other in discussion regarding the challenges and successes they experience as they apply the essential skills framework to their practices. When permitted, AWES will also provide a portion of the training in person.

As additional support, we also recently welcomed an [Advisory Committee](#) of seven expert individuals who will provide us with input and expertise in areas of essential skills, adult literacy, government policy, and career development as we enter the next phase of this project

What's Next?

Now that the initial needs assessments are finished, we are working toward finalizing our training curriculum and preparing to begin delivery. As part of the formula for this project, we will be continuously monitoring and evaluating our materials to ensure training is practical and meets the needs of all participants. We partnered with the Social Research and Demonstration Corporation (SRDC) to help us with this process and to evaluate the end results of the project.

Get Involved

Training is set to begin in the winter of 2021. We are still actively recruiting career development practitioners and agencies, but we will only be accepting 900 participants from across Canada. To get involved contact Maureen Souply, Project Manager, via email at maureen@awes.ca, or by telephone at 403-990-5029 to determine your eligibility and claim a spot.

Make sure to follow us on [Twitter](#), [Facebook](#), and [LinkedIn](#) to stay up to date on the latest Guided Pathways announcements.

For more information about this exciting and innovative project, visit our website or connect with Project Manager, Maureen Souply via email at maureen@awes.ca.



Lina Wencel is the Communications Coordinator for Alberta Workforce Essential Skills. She is passionate about connecting with the community and creating engaging communications content for AWES' audience.

Who is Hiring in Alberta?

Submitted by Dorothy Ritz

COVID 19 has turned our lives upside down in many ways and this includes the current labour market. No doubt, due to shutdowns and industry priority pivots, it may be difficult for the typical job seeker to keep track of and decide where to look for work.

Some opportunities are obvious. Many people who work in health care are currently employed although some have had to pivot their work. For example, a regular job may be on hold while training to do COVID testing or contact tracing work. Pharmacists are training to do COVID testing for asymptomatic patients. Nurses, doctors, licensed practical nurses, environmental services staff, and health care aides, as well as several related professions, have been hired to work in hospitals, ICU's, and seniors' centres to assist with patients who have COVID 19.

COVID 19 also brings with it some interesting "twists" in the labour market. For example, there may be employment in the following areas:

- Technology:
 - Development and maintenance of visual meeting platforms used by schools, post-secondaries, businesses, family and friend groups, community organizations, and more.
 - IT security.
 - Sales and maintenance of computers and other devices.
- Warehousing:
 - Preparation, packaging, storage, and movement of goods.
- Delivery services to homes:
 - Delivery of goods to homes where people are quarantined or in self-isolation.
- Transportation:
 - Delivery of groceries and other essential items within Canada and from the USA.
- Office equipment and renovations:
 - Companies and organizations are adjusting their workspaces to accommodate physical distancing. In addition, families are adapting spaces in their homes to work from home and for children who may be home-schooling.
- Home maintenance:
 - As people work from home, systems in the house are used more. Hence, there is work for plumbers, electricians, and others who do in-home repairs.
- Construction:
 - In Alberta, construction has continued throughout the time of the pandemic.
- Infrastructure:
 - Maintenance and development of essential infrastructure continues. Examples could include roads, sewers, electrical systems, water purification and delivery.
- Grocery:
 - Stores have remained open as an essential service. In addition to serving as managers or clerks, employees prepare curbside delivery groceries, ensure that customers follow physical distancing guidelines and clean and disinfect items such as grocery carts, card machines, and cash registers.
- Accounting:
 - Year end books, tax filings, etc continue to be required.

- Environmental services:
 - Cleaning companies that have found ways to address physical distancing and hygiene requirements may see an increase in business, particularly as people begin to return to their offices or schools.
- Fast food:
 - Fast food / drive-through restaurants remain open throughout the time of the pandemic.
- Agriculture and food:
 - Frontline agricultural and food processing work may include dairy farm worker, greenhouse worker, apiary technician, horse trainer, vegetable farm worker, farm equipment operator, farm worker managers, meat cutter, baker, bakery worker, process operator, packaging supervisor, or machine operator.
- Security:
 - Some spaces have been empty for some time and security services are required to keep them safe.
- Office administration:
 - Employees may work from home. As businesses were closed and are now beginning to open, it is helpful to have someone available to respond to email and telephone inquiries and for follow-up, to maintain business.
- Human services:
 - Examples in this sector include career development practitioner, social worker, psychologist, family specialist, family coach or family connector, program supervisor, housing outreach worker, addictions counsellor, mental health therapist, youth worker, or early childhood educator.
- New business or pivoting business:
 - Event planners have pivoted to develop smaller events (weddings, birthday parties, reunions, celebrations of life, etc) that address needs for hygiene and physical distancing.
 - Manufacturing companies have shifted to the production of personal protective clothing, hand sanitizer, or plastic shields to protect staff and clients for businesses.
 - Teachers hired to teach a small cohort of children within a neighbourhood or family group.

There are several websites that provide information, in various formats, about current and future (anticipated) labour market demands. The list below is not exhaustive but does provide a good starting place. It is useful to look at more than one site to get a balanced perspective and then decide which resources are most helpful for you in your practice.

[ALIS Labour Market Information](#)

[Alberta Job Market and Trends](#)

[Alberta Job Market Forecasts](#)

[Alberta Labour Market Notes](#)

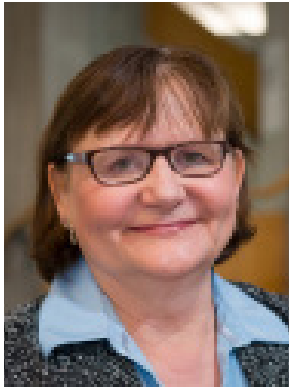
[Canada Job Bank - Explore Labour Market Information](#)

[Canada Job Bank - Explore an Occupation](#)

[City of Calgary Labour Market Review](#)

[City of Edmonton Labour Force Survey](#)

Do you have any go-to resources or other industries that are currently hiring? Feel free to share in the [Career Development Association of Alberta LinkedIn Group](#).



Dorothy Ritz has been working with post-secondary students in the context of career development for 24 years. She is a recently retired manager from Career Development and Experiential Learning at MacEwan University. Dorothy has followed her passion – educating and equipping students to negotiate their careers. She has a masters’ degree in Leadership, a diploma in Career Development and an Education degree.



Member Profile: Ayesha Saeed

By Paula Wischoff-Yerama

Please meet Ayesha Saeed. Ayesha is the Career Bridge Workshops (CBW) Team Lead with Calgary Catholic Immigration Society's Business, Employment and Training Services. She has been a member of CDAA since 2007 and recently received her Certified Career Development Professional (CCDP) designation.

*"Life isn't about finding yourself. Life is about creating yourself."
~ George Bernard Shaw*

Ayesha wanted to obtain her CCDP designation since joining her organization as an employment counsellor and facilitator. That goal was her guiding factor in learning more and demonstrating personal and business leadership. She shared that a proven way to advance in career is to be continually acquiring new knowledge. CDAA encourages her to stay on top of trends and developments in the career development profession and to take specific actions to improve her skills. She is constantly looking for training opportunities, attending CDAA events, and reading books, blogs, and LinkedIn articles in an effort to learn about the latest trends which she then incorporates into her career counselling sessions and workshops. Ayesha believes that "if you are not moving forward, you are moving backward."

When asked about her entry into and progression in the career development profession, what leadership experiences have most impacted her work with clients and her own career development, and how she encourages / supports her clients / colleagues to develop their leadership skills, Ayesha had this to say:

"The career practitioner is a life coach, this is a journey of life-long learning, and the journey is as beautiful as the destination. I believe that the primary criteria for anyone to be qualified to be a career practitioner is knowledge, the lessons we have learned in this journey of life, academic and non-academic learning including lessons from victories and losses, success and failures, frustrations and hope, and all the events that have given us the ability to offer perspective. We build our own dreams and help our clients to identify and achieve their dreams and visions.

I was a lecturer in literature in my country of origin and when I come to Canada, the country of my choice, I had to start over again. After searching and planning I decided to become a career practitioner. It was a decision of both my heart and mind. All those struggles on a personal and professional level helped shape me and led me toward this goal.

I lived in three different countries before moving here and after coming to Canada I spent time in Ontario, Quebec, British Columbia, and Alberta. These experiences help me better serve my clients whether from different countries or provinces and have broadened my understanding of diversity. When dealing with clients I take help from my personal experiences while maintaining professional distance. This empathy and objectivity in providing career advice has come from a variety of professional development experiences.

Professional development is very important to me and it wasn't until I completed my Career Development Certificate that I entered the field."

In addition to being a member of the CDAA, Ayesha is also a member of Career Professionals of Canada (CPC). She is a Certified Settlement Practitioner Level 3 (AAISA), has a university degree in literature, and a Career Development Practitioner Certificate from Douglas College in British Columbia. An Instructional Skills Certificate from SAIT and a Train the Trainer Certificate from University of Calgary round out her education. Ayesha has also been granted the following designations through Career Professionals of Canada (CPC): Certified Resume Strategist (CRS), Certified Career Strategist (CCS), and Certified Employment Strategist (CES).

Ayesha has demonstrated experience working in the recruiting and services industries. She has experience working in non-profit organizations and is skilled in career development, resume writing, mock interviews, coaching, individual / group counselling, job placement, and case management. With over thirteen years of work experience as a facilitator and employment counselor, Ayesha has gained knowledge and experience with assessing, motivating, and counseling clients one-on-one toward training programs, education, employment, financial and support services. She is the Team Lead of facilitation and delivery of Career Bridge Workshops (3 weeks) for new Canadians (12 to 16 clients per session) helping them integrate better into the Alberta Workforce. Amidst Covid 19, she has taken the initiative to transition the workshops to an online platform which was very successful. She would like to continue her work in career development by learning new things and also giving back to the community through her work and by volunteering.

Ayesha is very honoured that CDAA awarded her the Certified Career Development Professional (CCDP) designation in August 2020. It was a significant professional achievement which adds value and professionalism to her work as a career practitioner. She noted that the demonstration of competencies through certification provides assurance for funders, employers, and clients. Ayesha is grateful to CDAA, her employer, the people she works with, and most of all to her clients who have always been a contributing factor in her journey of learning and passionate guidance.

Ayesha shared a bit about herself and her goals / dreams for the future:

"On the personal note, I like to read, travel, and spend time with my family, especially my son, and my nieces and nephews. In recent years I have spent my vacations with my parents and I believe it's like giving back some time to those who have given us everything in life. Now those times are precious memories amidst Covid 19 when we all are stuck. I take it as a great opportunity too, as we are witnessing history and these days will be our memories one day. As George Bernard Shaw said, the tragedy and comedy of life is decided by the end, and all is well if it ends well."

Congratulations on achieving your goal of being granted the CCDP designation, Ayesha!



New Individual Members

from June 1, 2020 – August 31, 2020

Marlene Phillips – Edmonton Chapter
Janna Bell – Calgary Chapter
Joy DeGaris – Calgary Chapter
Barbara May – Edmonton Chapter
Frances Parolin – Calgary Chapter
Josilynn Thiessen – Calgary Chapter
Yub Raj Paudyal – Calgary Chapter
David McCurdy – Calgary Chapter
Tanya Lawson – Calgary Chapter

WELCOME!

New CCDPs

from June 1, 2020 – August 31, 2020

Ayesha Saeed – Calgary Chapter
Yub Raj Paudyal – Calgary Chapter
Joy DeGaris – Calgary Chapter
David McCurdy – Calgary Chapter
Katrina Jolie – Northern Alberta Chapter
Nancy Blevins – Calgary Chapter

CONGRATULATIONS!



Wishing You a Bountiful Autumn!

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Career Momentum has been keeping CDAA members current and connected for many years thanks to member and guest writer contributions. Do you have a best practice, resource, or tool you would like to share? Does your organization offer a program or service that you would like to highlight? Do you know someone outside of the CDAA who could add value to Career Momentum? Articles and advertisements are always welcome.

Career Momentum info sheet and schedule

Career Momentum is published quarterly and distributed exclusively to CDAA members by the CDAA Marketing / Membership Committee