READY
TO
START

GUIDE FOR CAREER ADVISORS

Building Young People's Career Paths

IMPULSI

EST 2000

FERI

Contents

Introduction

Nowadays, the labor market is changing very quickly, and the geopolitical situation affects the situation on the markets. The years of the Covid-19 pandemic, the war in Ukraine, and the economic crisis require young people not only to have appropriate qualifications, but also the ability to build a career in a dynamic environment.

The impact of COVID-19 on the career decisions of young people has been significant and multifaceted:

✴ **Disrupted Education and Training:**
Many young people faced disruptions in their education and training due to school closures, transition to online learning, and limitations on practical experiences like internships or hands-on training. This disruption could delay skill development and impact career readiness.

✴ **Uncertainty in Job Market:**
The economic impact of the pandemic led to increased uncertainty in the job market. Many industries faced layoffs, hiring freezes, or reduced opportunities, making it challenging for young people to secure employment or plan their career paths.

✴ **Shift in Career Priorities:**
COVID-19 prompted a shift in career priorities for many young individuals. Some reconsidered their career choices based on job stability, remote work options, or the resilience of certain industries in the face of future crises.

✴ **Emphasis on Digital Skills:**
The pandemic accelerated the demand for digital skills across various sectors. Young people recognized the importance of digital literacy and sought opportunities to develop these skills to remain competitive in the evolving job market.

✴ **Increased Interest in Healthcare and Essential Services:**
The crisis highlighted the importance of healthcare and essential services. Many young people expressed interest in pursuing careers in healthcare, public health, or other essential sectors that were at the forefront of the pandemic response.

✴ **Impact on Mental Health and Well-being:**
The pandemic's toll on mental health and well-being affected career decisions. Some young individuals prioritized work-life balance, mental health support, and job satisfaction when considering future career paths.

✴ **Adaptation to Remote Work and New Work Environments:**
The shift to remote work and virtual collaboration influenced career decisions. Young people considered the flexibility of remote work and adapted to new work environments, influencing their preferences for future employment.

✴ **Increased Entrepreneurship and Innovation:**
Despite challenges, COVID-19 also spurred creativity and innovation among young entrepreneurs. Some individuals explored entrepreneurship as a response to economic uncertainties or to address emerging market needs.

Overall, the impact of COVID-19 on young people's career decisions underscored the need for adaptability, resilience, and a proactive approach to skill development and career planning in response to rapidly changing circumstances.

The Future of Jobs Report 2020 prepared by the World Economic Forum indicates that in the next 5 years the key skills for future employees will be: analysis and problem solving, creativity, leadership and introducing changes, digital and soft skills. This is confirmed by Cedefop in the Skills Forecast 2030 report. Adecco Poland (2021) indicates that the most important skills of young employees are: the ability to work in a team, creativity and innovation, communication and negotiations, technological skills and the ability to learn throughout life.

Tools for career advisors will help young people acquire skills that are not only desired by employers, but also useful in everyday life. Thanks to this, young people will be more willing to participate in training and vocational education, which will increase the attractiveness of these activities. In the context of the second program priority, these tools will be flexible because career counselors will be able to use them in different contexts and for different target groups. Thanks to this, they will be available to everyone, regardless of education level, age or skills.

This guide is primarily dedicated to professionals, teachers, mentors, tutors who work with young people at the VET level on a daily basis. Equipping specialists with the necessary tools adequate to the needs of the labor market is an integral part of building skills, attitudes and professional knowledge of future employees in Poland, Macedonia and the entire EU.

Career advising is a pivotal service that bridges the gap between education and employment, supporting individuals in making informed decisions about their professional futures. This guide aims to equip career advisors with the necessary skills and knowledge to effectively guide clients through the complexities of modern career paths.

Purpose of the Guide

The primary purpose of this guide is to enhance the capabilities of career advisors in working with clients. It outlines essential skills required by advisors to excel in their roles, explores the fundamentals of career advising, and underscores the critical importance of career guidance in today's labor market landscape.

Starting a career is the most important moment in life for young people, but also the most stressful. A good diagnosis of competences and potential is an invaluable guide. The necessary knowledge at the beginning of the process gives you the opportunity to avoid many failures and prepare for uncertain situations. Building a career is like lifelong learning - processes that go hand in hand and require constant strengthening and modernization.

To start providing services to young people, career counsellors need to make sure that they:
* Are competent in basic helping skills and use these skills in client interactions.
* Understand labor market and occupational information and trends.
* Assist clients in finding and using current resources.
* Comprehend and use career development computer resources.
* Practices diagnostic and educational tools.
* Follow the ethical standards for career development facilitators.

✱ Prepare and deliver materials for training programs and presentations on how to access career information and how to effectively interview for a job.
✱ Understand career development programs.

This guide will focus on developing key competencies to deliver career counselling with young people.

Introduction to Career Advising

Career is a unique phenomenon that is built according to everyone's choices. It is a dynamic construct that is spread across the life span and includes not only occupations, but also harmoniously integrates work and other social roles such as family, community and leisure.

Considering all the analyzed concepts and the dynamics of the relationship between the client and the career advisor (or the institution that offers career advisory services), we can talk about a career intervention as a deliberate act. And, that action is taken in order to improve or develop a certain aspect of one's career, based on a controlled decision-making process.

Career Guidance refers to services intended to assist people, of any age and at any point throughout their lives, to make educational, training, and occupational choices and to manage their careers. Career guidance helps people to reflect on their ambitions, interests, qualifications, and abilities. It helps them to understand the labour market and education systems, and to relate this to what they know about themselves[1].

Career education involves a systematic effort to influence the career development process of students or adults by introducing specific concepts from the labor market in a school curriculum, by organizing special classes for career information, by inviting specialists as guest speakers, by organizing thematic visits and trips, and by practicum or internship in different institutions.

Labor market **information** is an activity usually incorporated in more complex career guidance and counseling, and in career planning. It usually involves analysis and presentation of labor market trends, and analysis of specific occupations and jobs in certain industrial sectors.

Career advising/counseling is a service for both individuals and groups trying to make a decision about a career or about adjusting or improving their professional life (in relationship with their personal life). It is a process spread over several stages: establishing a rapport between the client and the advisor, assessing the situation requiring advice; and establishing goals, interventions, and reaching a conclusion.

Career advising involves providing comprehensive support to individuals as they navigate their career journeys. This encompasses helping clients identify their strengths, interests, and goals, exploring career options, and developing strategies for achieving professional success.

The provision of services such as career information, career education, guidance and counseling intended

---

[1] Source: Hiebert, Borgen, Schober 2010, Career Development: The Role of Guidance and Counselling in Fostering an Increased Range of Educational and Career Alternatives

to assist people at any age and at any point in their lives, to make education, training and occupational choices and manage their careers[1].

The Importance of Career Guidance in the context of contemporary labor market challenges

In the context of contemporary labor market challenges, career guidance plays a crucial role in helping individuals adapt to changing industry trends, technological advancements, and global economic shifts. It empowers individuals to make strategic career decisions aligned with market demands and personal aspirations.

Industries are constantly evolving due to technological advancements, demographic shifts, and market dynamics. Career guidance helps individuals stay informed about emerging trends, skill requirements, and new job opportunities within evolving sectors. This allows young people to align their career paths with promising industry trajectories.

Technology is reshaping the labor market, creating demand for new skills while rendering some roles obsolete. Career advisors provide insights into technological trends and advise on acquiring relevant digital skills to remain competitive in tech-driven industries. They guide individuals on leveraging technology to enhance productivity and career prospects.

Global economic events, such as recessions or geopolitical changes, impact job markets worldwide. Career guidance equips young people with strategies to navigate economic uncertainties, including diversifying skills, exploring international job markets, or adapting to changes in supply and demand for

specific professions. Career advisor bridges the gap between market demands and personal aspirations of the client. Advisors use assessment tools to support young person assess individuals' strengths, interests, values, and goals to identify suitable career paths that align with both market trends and personal fulfillment. This ensures that career decisions are not only strategic but also meaningful to the individual.

Career guidance is indispensable for individuals navigating contemporary labor market challenges. It equips young people with the knowledge, skills, and resilience needed to thrive in dynamic industries, adapt to technological disruptions, and make strategic career decisions that align with both market demands and personal aspirations. By empowering individuals to navigate career transitions effectively, career guidance contributes to a skilled, adaptable, and resilient workforce capable of meeting the demands of today's labor market.

1 Source: TESDA (Philippines), TVET glossary of terms (online), (accessed 12/2022)

CHAPTER 1

Career Advisor Competences

1.1

CAREER ADVISING METHODOLOGIES

Career advisors utilize various methodologies to assist clients, including individual counseling, workshops, assessments, and networking opportunities. These approaches are tailored to meet the unique needs and preferences of each individual.

Individual counseling is a fundamental methodology within career advising that focuses on providing personalized guidance and support to individuals in their career development journey. Here are key inputs about individual counseling as a career advising methodology:

* **Tailored Approach:** Individual counseling allows career advisors to tailor their approach to meet the specific needs, interests, and goals of each individual client. By understanding the unique circumstances and aspirations of the client, advisors can adapt their style and offer targeted guidance and resources.

* **Assessment and Exploration:** Through individual counseling sessions, advisors conduct comprehensive assessments to support client to identify own strengths, skills, personality traits, and career interests. This exploration helps clarify career goals and potential pathways.

* **Goal Setting and Action Planning:** Individual counseling facilitates the development of clear career goals and action plans. Advisors work collaboratively with clients to define short-term and long-term objectives, outlining actionable steps to achieve them.

* **Problem Solving and Decision Making:** Career advisors assist clients in addressing career-related challenges and making informed decisions. They provide tools and frameworks for problem-solving, evaluating options, and weighing pros and cons to make confident choices.

* **Self-Reflection and Self-Awareness:** Individual counseling promotes self-reflection and self-awareness. Advisors guide clients in understanding their values, interests, and motivations, enabling them to make career decisions aligned with their authentic selves.

* **Skill Development and Enhancement:** Advisors help clients identify skill gaps and strategies for skill development. They guide clients in acquiring relevant competencies through training, education, certifications, or experiential learning opportunities.

* **Emotional Support and Motivation:** Career counseling often involves providing emotional support and motivation to clients facing career transitions, setbacks, or uncertainties. Advisors help clients build resilience, manage stress, and stay focused on their career goals.

* **Monitoring and Evaluation:** Throughout the counseling process, advisors monitor progress and evaluate outcomes. They adjust strategies based on client feedback and changing circumstances to ensure continuous improvement and success.

* **Confidentiality and Trust:** Individual counseling sessions are confidential, fostering a safe and supportive environment for clients to openly discuss their career aspirations, concerns, and challenges. This trust-based relationship enhances the effectiveness of the counseling process.

Individual counseling as a career advising methodology empowers clients to explore, plan, and achieve their career goals through personalized support, assessment, goal setting, problem-solving, skill development, emotional guidance, and continuous evaluation. It is a holistic approach that fosters self-discovery, resilience, and confidence in navigating the complexities of career development.

Workshops are a dynamic and interactive career advising methodology that offers valuable opportunities for group learning, skill development, and exploration of career-related topics. The workshops enhance:

✳ **Group Engagement and Collaboration among participants.** They provide a platform for networking, sharing experiences, and learning from peers with diverse backgrounds and perspectives. Workshops motivate and empower participants by fostering a supportive and encouraging environment. They inspire individuals to set ambitious career goals, overcome challenges, and pursue fulfilling professional paths.
✳ Workshops focus on **skill building and training** in specific areas relevant to career development. They offer practical sessions, exercises, and activities designed to enhance participants' professional competencies, such as resume writing, interview skills, networking techniques, or digital literacy. When interactive and using adult learning techniques, such as group discussions, case studies, role-playing, and hands-on activities workshops encourage active participation, enhances learning retention, and promotes critical thinking about career-related topics.
✳ Workshops serve as **a platform for disseminating valuable information about industry trends**, job market insights, emerging career pathways, and educational opportunities. Participants gain updated knowledge and insights that inform their career decisions.
✳ **Career Exploration and Decision Making** are regular topics facilitated at workshops. They provide tools, assessments, and resources to help participants clarify their career goals, identify suitable industries or occupations, make informed decisions and develop actionable career plans. Workshop facilitators provide personalized guidance and feedback to participants. They offer insights, advice, and constructive feedback to help individuals improve their career-related skills and strategies.
✳ Workshops create **networking opportunities** by bringing together professionals, industry experts, motivational speakers and like-minded individuals. Participants build connections, expand their professional networks, explore potential mentorship or collaboration opportunities and get motivated to implement their employment strategies.
✳ Workshops often include **follow-up sessions or ongoing support** to reinforce learning outcomes and assist participants in implementing action plans. This continuity enhances the workshop's effectiveness and promotes sustained career development.

Workshops are an effective career advising methodology that promotes group learning, skill development, career exploration, and professional networking. By offering interactive and engaging experiences, workshops empower individuals to make informed career decisions, enhance their employability, and navigate the complexities of today's job market with confidence.

Often, these methodologies are intertwined, creating a holistic approach to career advising. Young people benefit from engaging workshops and networking opportunities, which complement the personalized guidance and decision-making support provided during individual counseling sessions. This integrated approach allows individuals to actively participate in workshops, expand their professional networks, and then apply insights gained to make informed decisions about their career paths during individual counseling sessions.

1.2

DEVELOPMENT OF THE ADVISOR'S SKILLS

Successful career advisors continuously develop their skills to stay abreast of industry trends and best practices. Key skills include effective communication, active listening, empathy, problem-solving, and the ability to navigate complex career challenges.

Effective communication consists of nonverbal and verbal communication skills.

Mark L. Young, a communication expert, outlines several key nonverbal communication skills that are essential for effective interpersonal interactions. Here is a list of some important **nonverbal communication skills** proposed by Mark Young:

❋ **Eye Contact:** The ability to maintain appropriate eye contact conveys attentiveness, confidence, and en-gagement during conversations.

❋ **Facial Expressions:** Expressive facial gestures can communicate emotions such as happiness, sadness, surprise, or concern, enriching the interaction.

❋ **Gestures:** Purposeful hand movements and gestures can emphasize points, convey enthusiasm, or clarify messages.

❋ **Posture:** Body posture and stance can communicate openness, confidence, or discomfort. Maintaining good posture can enhance credibility and convey professionalism.

❋ **Proximity:** Understanding appropriate personal space and proximity during interactions is important for establishing comfort and rapport.

❋ **Touch:** Appropriately using touch (e.g., handshake, pat on the back) can convey warmth, friendliness, and connection.

❋ **Voice Tone and Volume:** The tone, pitch, and volume of voice can convey emotions and influence the overall impact of the message.

❋ **Pacing and Timing:** Being aware of pacing and timing in communication can enhance clarity and engagement.

❋ **Appearance:** Dressing appropriately for different situations and maintaining grooming standards can influence perceptions and credibility.

❋ **Listening Skills:** Nonverbal cues such as nodding, maintaining eye contact, and using facial expressions while listening demonstrate active engagement and understanding.

These nonverbal communication skills are integral to effective interpersonal communication and can significantly impact the quality of interactions and relationships. Developing awareness and proficiency in these

areas can enhance overall communication effectiveness and interpersonal dynamics.

Active listening is **verbal communication skill** that career advisors must have. Active listening is a fundamental communication skill essential in career counseling. It involves not only hearing the words spoken by the client but also understanding the underlying emotions, concerns, and intentions behind the message. In the context of career counseling, active listening plays a critical role in building rapport, gaining insights into the client's aspirations and challenges, and fostering a supportive and empathetic environment. Here's how active listening functions as a communication skill in career counseling:

* **Establishing Trust and Rapport:** Active listening helps career counselors establish trust and rapport with their clients. By attentively listening to the client's thoughts and feelings without interruption or judgment, counselors convey empathy and understanding, creating a safe space for open communication.
* **Understanding Client Needs and Goals:** Through active listening, counselors gain a deeper understanding of the client's career needs, goals, and concerns. By paying close attention to verbal cues, tone of voice, and nonverbal expressions, counselors can identify underlying motivations and tailor their guidance accordingly.
* **Clarifying and Reflecting:** Active listening involves clarifying and reflecting back the client's statements to ensure mutual understanding. This technique helps confirm the accuracy of information and allows counselors to delve deeper into specific topics or issues raised by the client.

* **Empathizing and Providing Emotional Support:** Career counseling often involves addressing personal and emotional aspects related to career decisions. Active listening enables counselors to empathize with the client's emotions and provide appropriate emotional support during challenging transitions or decision-making processes.
* **Encouraging Self-Exploration and Problem-Solving:** By actively listening, counselors encourage clients to explore their own thoughts, values, and preferences. This self-exploration promotes self-awareness and empowers clients to identify solutions and make informed career choices based on their individual strengths and aspirations.
* **Building Effective Communication:** Active listening models effective communication skills for clients, teaching them the importance of attentive listening and fostering respectful dialogue. This skill is transferable and beneficial in various professional and interpersonal contexts beyond career counseling.
* **Demonstrating Respect and Validation:** Actively listening to clients demonstrates respect for their perspectives and validates their experiences. This validation builds confidence and encourages clients to actively participate in the counseling process.
* **Facilitating Collaboration and Goal Setting:** Active listening facilitates collaborative goal setting between counselors and clients. By understanding the client's objectives and concerns, counselors can assist in setting realistic goals and developing action plans to achieve them.

Active listening is a foundational communication skill in career counseling that enhances client-counselor interactions, promotes mutual understanding, and fa-

cilitates meaningful progress towards achieving career goals. By mastering active listening techniques, career counselors can create a supportive and empowering environment conducive to personal growth, professional development, and successful career outcomes for their clients.

Common barriers to efficient listening are:

* **Pseudo-listening.** This is an imitation of listening. We can pretend we are listening, maintaining eye contact, and nodding when we agree, saying "yes", "oh" or "I see."
* **Selective attention.** It appears when we display interest only in some pieces of information among an array being offered by the client.
* **Making assumptions.** Sometimes, we can rush to draw a conclusion, without waiting to learn all the details the client could present. Assumptions can prevent us from paying enough attention to the client.
* **Concern over what to say next.** This is usually a problem the beginning helpers face. Focusing on strategy, questioning-scenario, etc., can make them miss significant details of the conversation. Moreover, the helpers, concerned with what to say next, can have difficulty using clarifying questions and can confuse the client too

Career advisors can effectively overcome these barriers by recognizing that their primary role is to support clients in understanding themselves. This involves using **open-ended questions** to facilitate self-reflection and exploration.

A proficient career advisor understands the importance of **lifelong learning** and proactively invests in personal development programs, particularly focusing on staying abreast of labor market trends, technological advancements, and the impact of artificial intelligence (AI) and machine learning (ML) on emerging job opportunities and education programs.

Investing in personal development programs focused on labor market dynamics, technology trends, and AI/ML impacts ensures that career advisors remain agile, knowledgeable, and responsive to the evolving needs of clients in a rapidly changing professional landscape. By embodying a commitment to continuous learning, career advisors can inspire and empower individuals to achieve sustainable career success in an era defined by innovation and disruption.

1.3

UNDERSTANDING THE LABOR MARKET

A comprehensive understanding of the labor market is essential for career advisors. They must stay informed about industry-specific job trends, emerging technologies, skill requirements, and the impact of globalization on employment opportunities.

Career advisors play a pivotal role in assisting individuals in navigating the complexities of the labor market. To fulfill this role effectively, they must possess a deep and up-to-date understanding of various aspects of the labor market landscape:

* **Industry-Specific Job Trends**: Career advisors need to stay informed about job trends specific to different industries. This includes identifying growing sectors, declining professions, and emerging job roles driven by market demand and economic shifts. Understanding industry-specific job trends allows advisors to provide tailored advice and recommendations to clients based on their interests and aspirations.

* **Emerging Technologies**: Knowledge of emerging technologies is crucial for career advisors. They should be aware of how advancements in areas such as artificial intelligence, automation, data analytics, and blockchain are reshaping industries and creating new job opportunities. This understanding enables advisors to guide clients in acquiring relevant technical skills and preparing for careers in technology-driven fields.

* **Skill Requirements and Development**: Career advisors must be familiar with evolving skill requirements in the labor market. This includes both technical skills (e.g., programming languages, digital marketing, cybersecurity) and soft skills (e.g., communication, problem-solving, adaptability). Understanding skill demands helps advisors identify skill gaps in clients and recommend appropriate training or development programs.

* **Globalization and International Opportunities**: Globalization has transformed employment dynamics, opening up international job markets and creating opportunities for global collaboration. Career advisors need to comprehend the impact of globalization on employment trends, such as outsourcing, remote work, and cross-border employment. This knowledge enables advisors to guide clients interested in exploring international career paths or remote work opportunities.

* **Labor Market Regulations and Policies**: Advisors should be aware of labor market regulations, policies, and employment laws that affect job seekers and employers. This knowledge helps advisors provide accurate information on employment rights, benefits, and legal considerations relevant to career planning.

* **Economic and Market Conditions**: Understanding broader economic trends and market conditions is essential for career advisors. This includes monitoring factors such as economic growth, unemployment rates, industry disruptions, and market volatility. By analyzing economic indicators, advisors can anticipate labor market fluctuations and provide proactive guidance to clients.

By maintaining a comprehensive understanding of the labor market, career advisors empower individuals to make informed career decisions aligned with industry trends, technological advancements, and global opportunities. This knowledge equips advisors to offer strategic guidance, facilitate skill development, and support clients in achieving their professional goals amidst a rapidly evolving employment landscape.

1.4

THE IMPACT OF TECHNOLOGY AND GLOBALIZATION

Technology and globalization have significantly reshaped the nature of work, presenting both challenges and opportunities for job seekers in the post-COVID era, where remote work and virtual collaboration have become increasingly prevalent. Career advisors play a critical role in educating clients about these transformations and preparing them to thrive in a rapidly changing employment landscape.

Role of Technology in Industries

Career advisors need to educate clients about the pervasive role of technology across industries. This includes understanding how automation, artificial intelligence, cloud computing, and other technologies are reshaping traditional job roles and creating new career pathways. By imparting this knowledge, advisors help

clients anticipate evolving skill requirements and technological competencies demanded by employers.

Global Employment Trends

Globalization has facilitated cross-border collaborations, expanded job markets, and diversified employment opportunities. Career advisors should inform clients about global employment trends, including international job postings, remote work options, and virtual team dynamics. Understanding these trends enables clients to explore flexible work arrangements and access job opportunities beyond geographic boundaries.

In the wake of COVID-19, remote work trends have accelerated the demand for adaptable skills. Career advisors emphasize the importance of acquiring transferable skills such as digital literacy, remote collaboration, time management, and resilience. These skills enable individuals to thrive in remote work environments and navigate future uncertainties in the job market.

Career advisors assist clients in addressing challenges associated with remote work, such as maintaining work-life balance, combating isolation, and leveraging virtual communication tools effectively. They provide strategies for optimizing productivity, managing virtual teams, and fostering meaningful professional relationships in remote settings.

Given the rapid pace of technological advancement and globalization, career advisors advocate for continuous learning and professional development. They encourage clients to engage in online courses, webinars, and certifications that enhance technical skills and expand industry knowledge. By fostering a culture

of lifelong learning, advisors prepare clients to adapt to evolving job market demands and remain competitive in their fields. Career advisors help clients adapt their career strategies to align with post-COVID work trends. This may involve exploring flexible work options, leveraging digital platforms for networking and job searching, or pivoting to industries that embrace remote work practices. Advisors provide tailored guidance and resources to support clients in making strategic career decisions that reflect current employment realities.

By integrating insights into technology, globalization, and remote work trends into career counseling sessions, advisors empower clients to navigate the evolving labor market landscape with confidence and resilience. This proactive approach equips individuals with the knowledge and skills needed to succeed in a dynamic and interconnected world where technological innovation and global connectivity continue to shape the future of work.

EMPLOYMENT AGREEMENT

Employer: the teacher

for the institute

CHAPTER 2

Future competences and the labor market context

2.1

TRACKING TRENDS IN THE LABOR MARKET

An overview of changes and forecasts in the global labor market.

In the face of rapid technological progress, changes in the labor market are becoming inevitable. Experts from the World Economic Forum (WEF) indicate that the pace of implementation of new technologies will remain high in the coming years and will even increase in some industries. It is estimated that by 2025, up to 85 million jobs around the world could be automated or replaced by machines, while 97 million new job roles will be created. This means the need to retrain or completely change the industry for many employees.

In turn, the Organization for Economic Co-operation and Development (OECD) predicts that 65% of children who are currently starting education will find employment in professions that do not yet exist. This results in the need to adapt educational systems to develop the skills of the future, such as flexibility, creativity and learning to learn. The McKinsey Global Institute adds that technologies available today or being developed in research and development laboratories may enable the automation of approximately 49% of activities currently performed by employees by 2055. In the long term, scientists from the University of Oxford predict that artificial intelligence will dominate the labor market by 2061, but the full replacement of humans by machines may not occur until around 2136. This dynamic environment requires employers, employees and educational institutions to constantly monitor trends and adapt to rapidly changing professional reality. The increasing importance of technology in the workplace not only transforms existing professions, but also creates completely new categories of employment that will require new skills and competencies from employees.

The global labor market is undergoing significant changes due to a variety of factors, including technological advances, demographic changes, globalization and the evolving economic landscape. These changes affect the demand for work, the nature of jobs and the required skills for future workers. Understanding these processes is crucial to effectively managing the careers of young people. Economic development trends are a signpost for future employment opportunities. This knowledge will allow career advisors to support young people in choosing career paths, being aware of the **future requirements of the global labor market:**

1. **Technological progress**
   The rapid pace of technological innovation, including automation, artificial intelligence (AI) and digitalization, is fundamentally changing job profiles and required skills. Technology is creating new opportunities and is also displacing some traditional roles, leading to a need for employees who are adaptable and adept at digital competencies. The expansion of remote work and flexible forms of employment, accelerated by the COVID-19 pandemic, is another trend transforming the labor market.

2. **Demographic changes**
   Aging populations in developed countries and young

societies in developing regions are causing dynamic changes in the global labor market. In countries with an aging population, there is a growing demand for healthcare services and professionals, while in younger societies the challenge is to create sufficient employment opportunities for people looking for work. Migration patterns also impact the labor market, with international labor mobility playing a key role in filling skills gaps.

3. **Globalization and economic changes**
   Globalization has led to closer ties in the global economy, where jobs may be outsourced or moved abroad. This has created global competition for highly qualified employees and increased the demand for professionals who can navigate multicultural environments and have international experience.

4. **Emerging sectors and declining industries**
   The transition to a green economy, focused on sustainability and renewable energy, is accelerating the development of new sectors. The healthcare, technology and e-commerce sectors are also seeing significant progress. On the other hand, traditional industries such as manufacturing and agriculture are seeing a relative decline in employment, driven by automation and changing economic priorities.

5. **Skills for the future**
   Adaptability, lifelong learning and the ability to work using technology are becoming increasingly important on the labor market. Soft skills such as critical thinking, creativity and communication are also needed to complement workers' technical skills in a rapidly changing labor market.

The global labor market will continue to evolve, which will have significant consequences for career planning and development. Careers advisors need to stay informed about these trends to help young people cope with the complexities of the future work environment, ensuring they are prepared to succeed in a dynamic and uncertain future. Understanding these changes and forecasts in the global labor market is key to developing effective career guidance strategies that respond to the changing work landscape.

Analysis of industry trends, emerging sectors and declining industries.

As the global economy evolves, the industry landscape is also changing, with some sectors seeing rapid growth and others declining. We are seeing significant changes in the global market due to digital transformation, sustainability priorities and changes in consumer behavior. Industries such as technology, healthcare and renewable energy are among the fastest growing, mainly due to technological advances, an aging global population and the pursuit of sustainable lifestyles.

Here are the emerging sectors:

1. **Renewable energy**
   With increasing emphasis on fighting climate change, renewable energy sources - such as solar, wind and water energy - are developing rapidly. The development of this sector is supported by government policy, technological progress and investments in green infrastructure.

2. Technology and cybersecurity

The digital economy continues to grow, with artificial intelligence, machine learning, blockchain and cybersecurity becoming increasingly important. As businesses and governments strive to protect data and infrastructure, the need for cybersecurity experts is growing.

3. Healthcare and biotechnology

Due to an aging population and increased health awareness, the healthcare sector, in particular biotechnology and telemedicine, is experiencing significant growth. Innovations in medical technologies and personalized medicine are creating new career opportunities.

4. E-commerce and logistics

The growth of online shopping has led to a boom in the e-commerce sector, including logistics and supply chain management, to support the increased movement of goods.

The declining industries include:

1. Production

Traditional manufacturing, especially in high-wage countries, is disappearing due to automation, technological progress and the relocation of production bases to regions with lower labor costs.

2. Coal and traditional Energy

As the world moves towards renewable energy sources, the traditional mining, coal and fossil fuel industries are experiencing a downturn, impacted by environmental issues and regulatory changes.

3. Retail

The retail sector is facing challenges caused by the e-commerce boom - many stationary stores are doomed to strong competition from their online counterparts.

Understanding the dynamics of emerging and declining industries is crucial for career counselors tasked with providing young people with relevant, timely guidance. By analyzing new trends, advisors can help future employees adapt to the changing economic landscape and equip them with the skills and knowledge necessary to thrive in sectors with high growth potential while recognizing that other sectors are shrinking. This conscious approach will enable young people to make strategic career choices, adapted to future trends in the labor market.

"Sectors with dynamic growth"

Several sectors are currently experiencing significant growth due to various global trends, technological advancements and changing consumer preferences.

Key sectors experiencing significant growth include:

1. Technology and Information Technology (IT)

This sector is booming, driven by artificial intelligence (AI), machine learning, big data analysis, cloud computing and cybersecurity. This development is compounded by the growing dependence on digital technologies in all sectors.

2. Renewable energy and sustainable development

With the global choice of sustainable and green energy, sectors such as solar, wind, hydroelectric and biomass energy are rapidly developing. This also includes the electric vehicle (EV) and battery technology industries, which are key elements of the transition to a low-carbon economy.

3. Healthcare and biotechnology

The healthcare sector is evolving in the wake of an aging global population, increased health awareness and technological innovations in medical devices, telemedicine and biotechnology. The COVID-19 pandemic has also highlighted the importance of healthcare infrastructure and medical research.

4. E-commerce and digital retail

The pandemic has accelerated the shift in consumer behavior towards online shopping, leading to a significant increase in the number of e-commerce and digital retail platforms, including logistics and supply chain solutions to support this shift.

5. Fintech and financial services

Financial technology, or fintech, is transforming traditional banking and financial services. This includes the development of blockchain technology, digital currencies, online payment systems, automated advice and personal finance management tools.

6. Educational Technology (EdTech)

The education sector is undergoing a digital transformation with the development of online learning platforms, virtual classrooms and digital resources, driven by the need for distance learning solutions.

7. Green construction and sustainable building materials

As the world focuses more on sustainability, there is a growing demand for green building practices, energy-efficient buildings and sustainable materials, which is causing the sector to flourish.

8. AgriTech and food technology

Technological advances in agriculture, including precision farming, hydroponics, vertical farming and genetically modified crops, are revolutionizing food production. Food technology is also evolving with new trends in alternative proteins, food safety and sustainable packaging.

9. Telecommunications and 5G technology

The implementation of 5G technology is facilitating the rapid development of the telecommunications sector, supporting the development of Internet of Things (IoT) devices, smart cities and improved mobile connectivity.

10. Automotive and intelligent mobility

The automotive sector is seeing a shift towards producing electric and autonomous vehicles driven by the demand for cleaner, smarter and more efficient means of transport.

The sectors mentioned above are not only growing rapidly, but are expected to continue their development strategy in the coming years, supported by innovations, regulatory changes and changing consumer preferences.

The impact of digital transformation and globalization on employment.

In the 21st century, two powerful forces: digital transformation and globalization have changed the employment landscape. These phenomena have revolutionized the way companies operate, where they invest and the types of skills required from employees, leading to significant changes in labor markets around the world.

1. Digital transformation - a double-edged sword

Digital transformation involves the integration of digital technology across all areas of business, fundamentally changing the way companies respond to customer needs and manage their businesses.

While this change has led to increased productivity and the creation of new products and services, it has also disrupted traditional employment patterns.

The positive effects of digital transformation include:

❋ **Creation of jobs:** New technology sectors have emerged - such as artificial intelligence, big data analysis and cybersecurity, creating numerous employment opportunities requiring high qualifications from employees.

❋ **Increased productivity:** Automation and smart technology have increased productivity across industries from manufacturing to services, potentially leading to economic growth and employment in the long run.

❋ **Work flexibility:** Digital tools have enabled remote work, offering employees greater flexibility and helping them achieve work-life balance.

The negative effects of digital transformation:

❋ **Change of workplace:** Automation and artificial intelligence have led to a decline in some jobs, particularly manufacturing and administrative positions where routine tasks can be easily automated.

❋ **Skills gap:** The rapid pace of technological change has resulted in a mismatch between skills available in the labor market and those required by employers, leading to skills shortages in rapidly developing sectors.

2. Globalization - connecting markets and labor

Globalization - the process by which companies or other organizations develop international influence

or operate internationally - has a strong impact on employment.

The positive effects of globalization are:

* **Global talent pool**
  Companies can source talent from a global pool using a variety of skills and perspectives.
* **Economic growth**
  By entering new markets, companies can achieve growth, which leads to job creation - both at home and abroad.

The negative effects of globalization include:

* **Offshoring and outsourcing**
  To cut costs, some companies have moved jobs to countries with lower labor costs, which affects employment in their countries of origin.
* **Income inequality**
  While globalization has created wealth in some regions, in others it has contributed to wage stagnation and job insecurity - particularly among lower-skilled workers.

The intersection of digital transformation and globalization creates both opportunities and challenges for employees. To thrive in this changing environment, individuals must adapt by acquiring new skills, especially in digital skills, critical thinking and intercultural communication. Meanwhile, governments and educational institutions must support this transformation by investing in education and training programs tailored to the demands of the global digital economy.

In summary, digital transformation and globalization have fundamentally changed the employment landscape, offering new opportunities while also creating challenges. The future labor market will be shaped by how effectively individuals, companies and decision--makers respond to these changes, ensuring workers are prepared to meet the demands of a digitized, globalized world.

2.2

KEY SKILLS AND COMPETENCES

Summary of findings from World Economic Forum and Cedefop reports on in-demand skills and competencies.

Overview of key skills and competencies according to the World Economic Forum „Report on the future of jobs" (05/2023)

1. **Analytical thinking and innovation**
   The ability to think critically, analyze complex situations and find innovative solutions.

2. **Active learning and learning strategies**
   Capacity for lifelong learning and the ability to adapt skill sets in response to changing job demands.

3. **Comprehensive Problem Solving**
   Competence to solve complicated and complex problems that arise in the workplace.

4. Technology use and development

Skills to use, manage and develop technology are crucial, especially as digital transformation accelerates.

5. Leadership and Social Influence

Ability to effectively lead, inspire teams and exert influence in a variety of social and professional scenarios.

6. Emotional intelligence

The ability to be aware of, control and express one's emotions and to deal sensibly and empathetically with interpersonal relationships.

The European Center for the Development of Vocational Training (Cedefop) focuses on the skills and competences listed below that are essential for vocational education and training in Europe, including in particular vocational skills (specific skills related to different industries and professions), which combine both technical and and soft.

1. Digital skills

Digital skills competencies are essential in all sectors – from basic computer skills to more advanced IT capabilities.

2. Ecological skills

As Europe moves towards a more sustainable economy, there is an increasing demand for skills related to environmental sustainability and green technologies.

3. Entrepreneurial skills

Skills that enable individuals to start, grow and manage businesses, supporting innovation and economic growth.

4. Ability to read, write and count

Basic skills in reading, writing and arithmetic are crucial for successful participation in the labor market.

5. Transversal skills

These include soft skills such as teamwork, communication, problem solving and adaptability, which are applicable across sectors and roles.

Both WEF and Cedefop emphasize the growing importance of skills that meet the requirements of the digital economy, sustainable development and changing labor market needs. WEF and Cedefop also emphasize the need to adapt education and training systems to enable students to acquire the skills necessary for the jobs of the future.

Identifying the most important skills needed by the future workforce, including: problem solving, critical thinking and adaptation.

In light of accelerating digital transformation, sustainable development and changing labor market needs, identifying the key skills and competencies of the future workforce is becoming increasingly important. Based on the analysis of reports from the World Economic Forum and Cedefop, it can be concluded that the most important skills needed by the future workforce include:

1. Problem solving skills

* Ability to identify, analyze and solve complex problems in a creative and innovative way.

✹ Using various methods and tools to collect and analyze data, generate ideas and evaluate potential solutions.

✹ Ability to formulate and test hypotheses, make decisions and deal with uncertainty.

✹ Effective oral and written communication to present results and collaborate with others.

2. **Critical thinking**

✹ Ability to evaluate information from various sources and identify reliable data.

✹ Analyzing assumptions, biases, and potential errors in logical reasoning.

✹ Formulating your own opinions and conclusions based on evidence and argumentation.

✹ Recognizing cognitive biases and thinking traps that may influence judgment.

3. **Adaptability**

✹ Quickly acquire new information and skills in response to changing labor market requirements.

✹ Flexibility and openness to new ideas and approaches.

✹ Ability to work with uncertainty and cope with constant change.

✹ Using technology for learning and professional development.

In addition to the skills listed above, the following will also be key to the future workforce:

✹ **Creativity and innovation:** The ability to generate new ideas and solutions to problems in a non-traditional way.

✹ **Emotional Intelligence:** The ability to recognize, understand and manage your own emotions and the emotions of others.

✹ **Collaboration and Teamwork:** Ability to work effectively with others to achieve common goals.

✹ **Communication:** Ability to convey information clearly and objectively, both orally and in writing.

✹ **Ethics and social responsibility:** The ability to make ethical decisions and act in a socially responsible manner.

It is important to emphasize that these skills are not an exhaustive list and their relative importance may vary depending on the specific industry and job position. It is essential that education and training systems are geared to provide future workers with the opportunity to develop the skills and competences needed to succeed in a dynamic and constantly evolving world of work.

2.3

THE ROLE OF SOFT AND TECHNOLOGICAL SKILLS

Distinguish between soft skills (e.g. communication, teamwork, emotional intelligence) and technology skills (e.g. data literacy, AI knowledge, programming).

The contemporary dichotomy between soft and technological skills determines the future of the labor market. Both skill sets are increasingly recognized as essen-

tial elements of a well-rounded employee profile that determine career success and organizational performance in the digital age.

1. **Understanding soft skills**

   Soft skills, often referred to as interpersonal or „people" skills, encompass a range of behaviors and emotional intelligence that facilitate effective interaction and communication with others. These include:

   ✷ **Communication skills:** Ability to communicate information and ideas clearly, both orally and in writing, to a variety of audiences.

   ✷ **Teamwork and cooperation:** Working effectively with others, using the strengths of team members to achieve common goals.

   ✷ **Ability to adapt:** Ability to quickly and effectively adapt to new conditions, challenges and environments.

   ✷ **Troubleshooting:** Ability to identify, analyze and solve problems in a creative and systematic way.

   ✷ **Leadership:** Inspiring and leading individuals or teams to achieve goals and supporting a positive work environment.

   These skills enable individuals to successfully navigate the workplace, build strong relationships, and create value in their roles.

2. **The importance of technology skills**

   Technology skills are the skills and knowledge related to digital tools, platforms and processes. They are increasingly important in a world where technology permeates all aspects of business. Key technological competencies include:

   ✷ **Ability to use digital technologies:** Understanding and efficient use of digital systems, tools and applications.

   ✷ **Data analysis:** Ability to collect, analyze and interpret data to make decisions and business strategies.

   ✷ **Cybersecurity awareness:** Understand how to protect networks, systems and data against digital attacks.

   ✷ **Proficiency in software:** Ability to use industry--specific software and applications to increase productivity and efficiency.

   ✷ **Solving technical problems**

   Ability to effectively diagnose and resolve technical issues. In today's digital economy, technology skills are critical to increasing operational efficiency, supporting innovation and maintaining a competitive advantage.

3. **The interplay of soft and technological skills.**

   The interplay of soft and technological skills is gaining a prominent place in the spotlight of employers. While technology skills can increase productivity and innovation, soft skills are essential for managing the human aspects of work, including leadership, collaboration and ethical decision-making. Together they create a comprehensive skillset that can be adapted to the rapidly changing demands of the modern workplace. For example, a data scientist needs strong technology skills to manipulate and analyze large data sets (technology skills), but must also effectively communicate his findings to non-technical stakeholders (soft skills). Similarly, a project manager can use advanced project management software to

track progress (technology skills) while also negotiating with project stakeholders and motivating team members (soft skills).

In summary, as the workplace evolves, the difference between soft and technology skills becomes less clear, and the most successful professionals master both skills to a very good degree. Education and training programs must adapt to this reality, providing students with opportunities to develop a balanced set of skills that meet the dynamic needs of today's labor market. Employers also need to recognize and nurture an environment in which both types of skills are valued and developed, nurturing employees who are not only technically proficient, but also adaptable, collaborative and emotionally intelligent.

The importance of integrating soft and technical skills to increase employability and career development.

1. **Increased importance of soft skills**
   While technical skills are essential, the increasing complexity of the workplace and the shift towards collaborative (remote and multidisciplinary) work environments have increased the importance of soft skills. Skills such as communication, teamwork, problem solving and emotional intelligence are increasingly in demand. Career counselors need to emphasize the importance of these skills and help individuals develop them.

2. **Globalization of the labor market**
   As companies operate on a global scale, the labor market has become more international. Career counselors must take this global perspective into account when advising future employees on the opportunities and challenges of working abroad, understanding different cultural contexts, and possibly learning new languages.

3. **Sustainability and ethical considerations**
   With an increasing emphasis on sustainability and corporate social responsibility, career advisors must incorporate these values into their guidelines. They should inform young people about the environmental and social impact of different industries, helping them make career choices that are consistent with their values and broader global needs.

4. **Dealing with uncertainty**
   Rapid changes in industries can lead to volatility and uncertainty in the labor market. Careers counselors play a key role in helping individuals cope with uncertainty by providing support with career resilience and adaptability strategies.

In summary, changes in the industry require career advisors to continually update their knowledge, adopt a holistic and forward-looking approach, and adapt their practices to effectively guide individuals through an increasingly complex and dynamic career landscape. Today's industrial needs are increasingly complex and diverse, reflecting the rapid pace of technological progress, globalization and changes in the economic and social landscape.

The key competencies and attributes currently expected from employees by employers include:

1. **Technical proficiency**
   Depending on the sector, there is a high demand for specific technical skills. For example, in the technology sector, skills in artificial intelligence, machine learning, data analytics, cybersecurity and cloud computing are in high demand. In the engineering sector, the focus is on renewable energy, sustainable design and advanced manufacturing technologies.

2. **Ability to use digital technologies**
   Across all industries, there is a need for employees who are familiar with digital tools and platforms. This includes not only knowing how to use these tools, but also understanding and using digital data, engaging in digital marketing, and participating in e-commerce and online communications.

3. **Problem solving and critical thinking**
   The ability to analyze situations, think critically and find effective solutions is highly valued. Companies are looking for people who can approach problems creatively and strategically to drive innovation and improvement.

4. **Adaptability and flexibility**
   A rapidly changing business environment requires employees who can quickly adapt to new situations, learn new skills when necessary, and demonstrate flexibility in their approach to work and problem--solving.

5. **Communication and cooperation**
   Strong communication skills are essential in today's global and often remote work environments. Employees must collaborate effectively with teams often located in different locations and cultures, requiring clear and effective verbal and written communication skills.

6. **Emotional Intelligence (IE)**
   The ability to understand and manage your own emotions, as well as empathize with others, is increasingly recognized as crucial in the workplace. High EI improves teamwork, leadership, and customer relationships.

7. **Leadership and management skills**
   As organizations become less hierarchical and more project-based, leadership skills become important not only for those in traditional management roles, but at all levels of the company. This includes the ability to motivate, inspire and lead teams towards achieving goals.

8. **Entrepreneurial attitude**
   Companies value employees who have an entrepreneurial spirit, that is, they are proactive, take initiative and are able to act with a sense of ownership and responsibility for their work.

9. **Sustainability and ethical review**
   With an increasing emphasis on corporate social responsibility, sustainability and ethics, companies are looking for employees who can contribute to achieving these goals and make decisions that reflect ethical considerations and sustainability practices.

10. **Cultural competences**
    Because companies operate in a global market, cultural awareness and the ability to work effectively in different cultures and markets are highly valued.

In summary, today's industries require a combination of technical and soft skills - with an emphasis on digital skills, adaptability, problem solving and interpersonal communication. Employees who can combine these skills with a forward-thinking approach to learning are likely to be in high demand.

2.4

METHODS OF IDENTIFICATION AND DEVELOPMENT OF COMPETENCES IN YOUNG PEOPLE
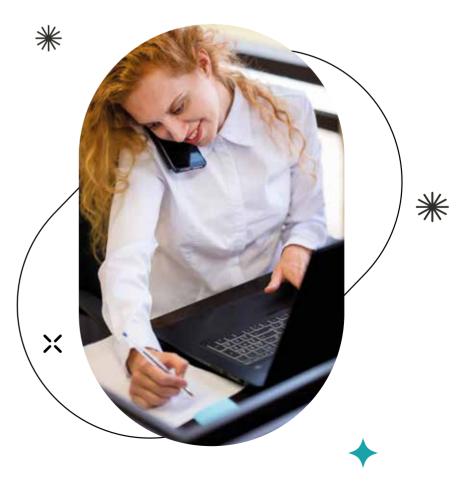
Techniques for assessing young people's strengths and interests to guide them in career planning.

Recognizing and developing competences in young people are multi-aspect activities that require a skillful combination of strategies and methods. Good practices in this field help not only to learn about the existing skills of young people, but also to nurture and expand their potential capabilities so that they can meet future challenges.

Example methods:

1. **Skills assessment and self-assessment tools** using a variety of assessment tools - such as personality tests, skills inventories and aptitude tests - to help identify young people's inherent strengths and we-

aknesses. Self-assessment questionnaires can also develop self-awareness by enabling reflection on personal interests, values and capabilities. 2) Professional career guidance and counseling can play a significant role in helping young people realize their potential and explore different career paths that suit their skills and interests. Career counselors can support this process with job interviews, counseling sessions and career planning workshops.

2. **Mentoring programs** conducted by experienced specialists, introducing young people to the specifics of various industries and potential career opportunities. Mentors can share tips and experiences, help mentees set realistic career goals and develop appropriate skills.

3. **Participating in internships and apprenticeships** allows young people to gain practical experience, understand the nature of the workplace and apply their knowledge in real conditions, which can be crucial in developing professional competences and building a professional network.

4. **Project-based learning (PBL)** provides hands-on learning experiences. Through projects, students can work on real-world problems and develop critical thinking, problem-solving, teamwork and project management skills.

5. **Extracurricular sports, arts and volunteering activities** can help you develop many skills: leadership, teamwork, time management and communication. These classes often provide informal but valuable learning experiences.

6. **Continuous learning and upskilling programs** through online courses, workshops, seminars, including webinars can help young people maintain current skills, develop new ones and adapt them to industry trends. This is especially important if you want to keep up with rapidly evolving technologies and digital media.

7. **Soft skills development workshops and training sessions** that focus on developing soft skills - such as communication, emotional intelligence, adaptability and cooperation - can be extremely beneficial because these skills are often as important as technical skills to advance your career.

8. **Feedback and reflection**, especially regular feedback from teachers, mentors, peers and supervisors, can help young people understand their current state of knowledge, skills and gaps in this area. Encouraging reflective practices – such as journaling or debriefing sessions – can further enhance learning from experiences. 10) The use of technology and e-learning platforms, which involves the use of technologies - such as e-learning platforms, virtual simulations and gamification, can make learning more engaging and accessible, enabling young people to develop and test their skills in an interactive and user-friendly environment. Incorporating the above-mentioned methods into educational programs, on-the-job training and personal development plans can open up new opportunities and necessary support for young people to effectively identify and develop personal competencies, preparing them for a successful future career.

Good practices encouraging self-education and lifelong learning. Learning through work experience: internships, mentoring and project-based learning.

In today's dynamic world of work, it is crucial not only to recognize and develop competences in young people, but also to inspire them to self-education and lifelong learning. For this purpose, a variety of methods should be used that will not only help them discover their strengths and interests, but also facilitate the acquisition of practical skills and experience.

1. **Experiential learning: internships, mentoring and project-based learning**
   * **Internships and apprenticeships:** These provide young people with the opportunity to gain practical experience in a real work environment. This allows you to apply theoretical knowledge in practice, learn the specifics of various industries and professions, as well as build a network of professional contacts.
   * **Mentoring programs:** Experienced mentors can provide young people with advice and support, sharing their experience and knowledge about various career paths. Mentoring can help you set realistic career goals, develop soft skills, and build self-confidence.
   * **Project-based learning (PBL):** This educational method allows you to acquire knowledge and skills by working on real-world problems. Students develop critical thinking, problem-solving, teamwork and project management skills, which are extremely valuable in their future work.

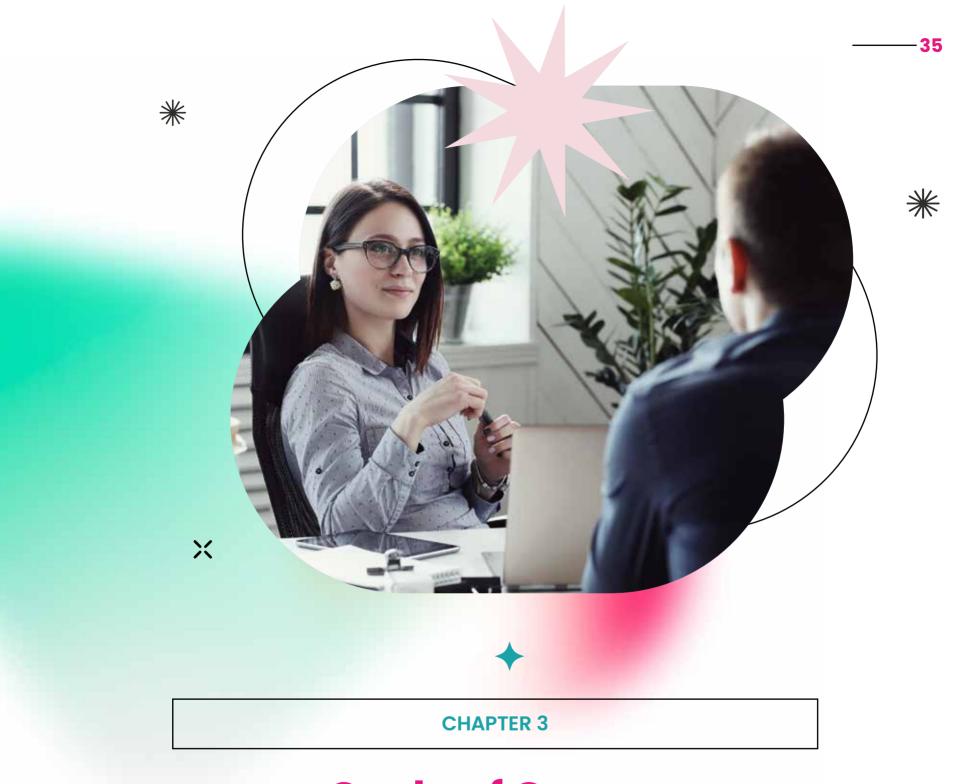2. **Support for self-education and lifelong learning**
   * **Self-assessment tools and personality tests:** Help young people discover their strengths, weaknesses, values and interests. This, in turn, helps them make informed decisions about their further education and career.
   * **Career counseling and guidance:** Experienced career counselors can help young people understand their potential and discover different career paths that match their skills and interests.
   * **Continuous learning and qualification programs:** Available online courses, workshops, seminars and training courses enable young people to update their skills, acquire new qualifications and adapt them to market trends.
   * **Soft skills development workshops:** Focus on developing skills such as communication, emotional intelligence, adaptability and cooperation. These skills are often just as important as technical abilities and can be crucial to career success.

3. **Other methods encouraging self-education**
   * **Extra-curricular activities:** Participating in sports, art, music, volunteering can help you develop many valuable skills such as leadership, teamwork, time management and communication.
   * **Reading and using various sources of information:** Access to books, articles, blogs and other educational materials can help young people expand their knowledge, develop critical thinking skills and discover new passions.
   * **Participation in conferences and industry events:** This allows you to gain up-to-date knowledge about market trends, meet experts and establish professional contacts.

Incorporating the above-mentioned methods into educational programs, on-the-job training and personal development plans can significantly contribute to the development of skills and competences in young people, inspiring them to self-education and lifelong learning. This, in turn, will open up new opportunities for them and increase their chances of success in their future careers.

CHAPTER 3

Cycle of Career Counseling

3.1

CONCEPTUAL DISTINCTIONS

Some counselors and psychologists of **the career** refer to as occupation/profession. However, others reject this meaning, and argue that occupation/profession also includes predestination, fate and passivity. Psychologists argue that choice and decision are the safest ways to achieve the optimal level of professional fulfillment.

The terms **Work place, employment, position, work and profession/occupation** have the same meaning in a certain context, although technically speaking they do not mean the same things. Starting from the Puritans, who saw work as the sole purpose of humans as social beings, to modern humanists who see work as a means of personal fulfillment, work as a concept has been analyzed over the last few decades and is now associated with the term career. Currently, **work** is considered any work or activity (paid or unpaid), which is done to create a product or service for ourselves or society, within a certain schedule, or which is completed during free time.

The professional position it directly relates to a series of tasks given to the individual. Hence, there are as many professional positions as there are working individuals. The term **profession** refers to a group of similar services in various professional fields.

The meaning of the term **career** changed several times over time. In the 1970s, career was a concept exclusively associated with the professional aspects of a person's life. Subsequently, new meanings were added to the term related to personal aspects, the community or the economy.

From an economic point of view, the career represents a sequence of professional positions of the individual, resulting from her/his training and professional results (related to the process of professional development). **From a sociological point of view, the career** represents a sequence of roles of the individual during the life span.

The role is a position that is adopted temporarily and functionally. Although a certain person is in a certain role during a certain period of time (eg motherhood), this role does not fully represent the person's personality; everyone has a series of different roles, and they correspond to the activities that she/he undertakes over time.

Sears (1982) defines career as an individual's total work over a lifetime. McDaniels (1989) considers a career as the sum of an individual's work activities and leisure time. One of the most thorough definitions was given by Herr and Cramer in 1996:

Career is a unique phenomenon that is built according to the choice of the individual. It is a dynamic construct that spans the entire life span and includes not only occupations, but harmoniously integrates work and other social roles such as family, community, and leisure.

3.2

CAREER PLANNING
AND SETTING CAREER GOALS

Career planning begins with visioning or defining a career goal.

Let's start from the wonderful novel "Alice in Wonderland" and Alice's dialogue with the Cheshire Cat:

Alice: Would you tell me, please, which way I ought to go from here?

The Cheshire Cat: That depends a good deal on where you want to get to.

Alice: I don't much care where.

The Cheshire Cat: Then it doesn't much matter which way you go.

The unusual wordplay in the dialogue between Alice and the Cheshire Cat reveals a very simple truth. If you want to know the direction in which you should walk, before everything else you should know WHERE you want to go. Otherwise, we waste our time, potential, and life spinning disoriented in circles. We have no direction, no purpose, and yet we wonder why we never achieve anything in life. In order for a young person to decide where he/she will move in the career, he/she must first define a career goal.

Career is a unique phenomenon that is built based on the choice of the individual. Career planning is the pro-

cess of setting career goals and creating a pathway to achieve them. It involves understanding your skills, interests, values, and preferences to make informed decisions about your career trajectory.

....

The role of the career counselor is to teach the client how to use and continue the additional SMART methodology. SMART stands for Specific, Measurable, Attainable, Relevant and Time-bound. This methodology defines career goals which are:

Specific: The client clearly defines what he wants to do.

Measurable: The goal should be defined in such a way that it can be monitored and measured.

Achievable: The set goals should be realistic and achievable.

Relevant: To be consistent with the chosen career path.

Time-Bound: The client should set deadlines for achieving the goals.

....

The SMART methodology is a powerful tool used in goal setting to ensure that objectives are clear, attainable, and trackable. This approach enhances the likelihood of achieving goals by providing a structured and clear framework. Here's a detailed explanation of each component and its importance:

Specific: A goal should be clear and specific to focus your efforts and feel truly motivated to achieve it.

It is important because it provides:

Clarity: Specific goals eliminate ambiguity, making it easier to understand what needs to be accomplished.

Focus: Helps you concentrate your efforts on what's important.

Direction: Provides a clear direction on where to channel your energy and resources.

Example: Instead of saying, "I want to improve my skills," a specific goal would be, "I want to improve my public speaking skills by attending a professional communication course."

....

Measurable: A goal should have criteria for measuring progress and determining when it has been achieved.

It is important because it ensures:

Tracking Progress: Measurable goals allow you to track your progress and stay motivated.

Accountability: Helps in maintaining accountability by providing concrete evidence of progress.

Assessment: Makes it easier to assess whether the goal has been met or if adjustments are needed.

Example: "I want to improve my public speaking skills by attending a professional communication course and giving at least one presentation per month for the next six months."

....

Achievable: A goal should be realistic and attainable, considering the resources and constraints.

It is important because it guarantees:

Realism: Ensures that the goals set are within reach, given the current resources and constraints.

Motivation: Achievable goals keep motivation high as they are challenging yet not impossible.

Feasibility: Helps in planning and executing steps that are practical and feasible.

Example: "I want to improve my public speaking skills by attending a professional communication course, which I can afford, and giving at least one presentation per month for the next six months."

....

Relevant: A goal should matter to you and align with other relevant goals.

It is important because it ensures:

Alignment: Ensures that the goal is relevant to your overall career or life objectives.

Prioritization: Helps in prioritizing goals that matter most and will have the most significant impact.

Motivation: Keeps you motivated by ensuring that the goals are aligned with your personal and professional values.

Example: *"I want to improve my public speaking skills because effective communication is critical for my career advancement in leadership roles."*

....

Time-bound: A goal should have a deadline or a defined timeframe within which it needs to be achieved.

It is important because it creates:

Urgency: Creates a sense of urgency, prompting you to act.

Time Management: Helps in planning and allocating time efficiently to work towards the goal.

Milestones: Provides a timeline to celebrate milestones and evaluate progress.

Example: *"I want to improve my public speaking skills by attending a professional communication course and giving at least one presentation per month for the next six months, starting from June 1st and ending by November 30th."*

3.3

SELF-ASSESSMENT AND ANALYSIS OF CAREER PREDISPOSITIONS

Self-assessment – who am I?

Explore Career and Education Possibilities

Decission-Making

Decission-Making

GRAPH: **THE CAREER COUNSELING CYCLE**

The career counseling cycle begins with **the phase of self-assessment** of the client. One of the main steps of the career counseling process is to make an assessment of the unemployed person. The counselor has different assessment instruments to use in this phase.

A career counselor should constantly research different and new assessment instruments that are modeled by international experts and institutions in this field around the world. The career counselor, relying on own knowledge, skills and attitudes, has the right to independently decide when self-assessment is needed in the process for a particular client and which instruments to use.

When talking about self-assessment, several terms and concepts are used: measurement, evaluation, assessment and testing, and most of the time they have the same meaning. Currently, the trend is to use the term "testing" that includes all the above-mentioned different terms.

The following steps are usually followed when conducting a self-assessment and applying the assessment instruments:

* Selection of appropriate instruments by the career counselor.
* Preparing the client for the assessment process.
* Conducting testing or applying self-assessment instruments.
* Collecting and interpreting the results of the applied self-assessment instruments.
* Preparation of a written report on the interpretation of the results.
* Sharing the results with the client.

* Using the results together with the client to develop an individual career plan.

In order to obtain enough information to accurately understand the Client, the main areas the career counselor will focus on are skills, abilities, personality and interests. Of course, according to the specifics of each individual case, this coverage can be easily increased. In fact, their choice depends on the client himself and on the activity that the counsellor performs with him/her.

In situations where the client has independently chosen a self-assessment tool, from the options offered online, the counselor will go directly to interpreting the results in the context of the client's goals.

Crucial part of the self-assessment process is the analysis of vocational predispositions. Vocational predispositions refer to an individual's natural inclinations, interests, skills, and personality traits that make them more suited to certain careers over others. By analyzing these predispositions, individuals can identify career paths where they are most likely to succeed and find satisfaction.

Key Factors in Vocational Predispositions are the following:

Interests: Interests are activities and subjects that an individual is naturally drawn to. Aligning careers with personal interests ensures long-term engagement and satisfaction. The test that helps the client to define interests is here.

Skills and Abilities: Skills are developed capabilities that an individual possesses, while abilities are innate

talents. Careers that match one's skills and abilities are likely to be more fulfilling and successful. The test that helps the client to define abilities is here.

Personality Traits: Personality traits, such as introversion vs. extroversion or thinking vs. feeling, influence how individuals interact with their work environment and colleagues. Careers that match one's personality traits can lead to better job fit and satisfaction. You can find test on personality type on the following link https://www.humanmetrics.com/personality.

Values: Values are deeply held beliefs about what is important in life and work, such as work-life balance, job security, or helping others. Aligning career choices with personal values ensures that work is meaningful and aligned with life goals. The test that helps the client to define work values is here.

Analyzing vocational predispositions is a critical step in the career planning process. By understanding one's interests, skills, personality traits, and values, individuals can make informed career choices that lead to greater job satisfaction, productivity, and career longevity. Utilizing self-assessment tools, seeking career counseling, gaining experiential learning, and engaging in reflective practices are all effective methods to uncover vocational predispositions. Ultimately, aligning career choices with these predispositions not only benefits the individual but also contributes to a more motivated and effective workforce.

The exploration phase of educational and career opportunities goes in the direction of investigating opportunities for acquiring additional competencies, reskilling or retraining, or exploring the labor market. Here we emphasize the role of the career counselor, which should be separated from the role of an intermediary for employment. Instead of pointing out to the client what he/she is good at, what his/hers affinities are, accordingly, whether he/she should continue with training ie. what kind of work should be good in life, the career counsellor should inform about the conditions of the labor market and about the trends that dictate what profiles employers will look for in the near future.

Exploring career opportunities is the process of identifying potentially successful career paths, as well as specific occupations within them. It represents building bridges (transition) between the current and the next career / life stage. Clients become aware of themselves and the world of work.

Exploring educational opportunities usually consists of:
* Exploring professional interests/affinities, mostly through real practical experience, traineeship, volunteering etc.
* Research on possible educational programs.
* Explore courses, trainings, academies with which work skills are acquired.
* Research on industries/branches/occupations.
* Understanding the requirements to be met for the desired career.
* Understanding the requirements of employers in terms of required competencies.

Exploring career opportunities:
* It explains how education and lifelong learning influence the choice of a job;

※ Locates, interprets and uses various information and sources when choosing an occupation, education or workplace (counseling, internet, guides, media, information from the labor market);

※ Exploring job descriptions and making comparison with own affinities, knowledge and skills.

Exploring occupation opportunities can be done in groups and individually, using online tools. It is crucial for clients to get an idea of what jobs are available to them in organizations and companies, so that they can connect this data with the data from the previous phase.

The decision-making phase and the way in which the counselor helps the client is explained in more detail in the section called (Models of decision-making).

The action planning phase, that is defining steps by which the client will reach greater employability skills and a job position are a mandatory part of the career counseling cycle. In this phase, the counsellor supports the client to set activities that he/she will undertake in an exact time frame, in order to be sure that he/she will reach the desired workplace.

Here the counselor also works with questions that will give information about how motivated and dedicated the client will work to realize the activities he/she promised himself/herself and thereby achieve the goal.

Some of the useful questions in this phase are:

※ On a scale of 1-10, how strong is your intention to take the first step?

※ On a scale of 1-10, how strong is your enthusiasm to take the first step?

※ On a scale of 1-10, how committed are you to taking the first step?

Experience shows that 7 or less commitment indicates that the client has no intention of starting the activities. So, the counsellor should ask what else he/she needs to rise to 8. Often the clients say that many external factors need to be fulfilled. Return the client to the direction of what he/she can do and what he/she still lacks to take the first step, but personally, as an internal resource. If this also does not help, go back to the process from the beginning. Maybe the goal is too ambitious or unrealistic.

3.4

MODELS OF DECISION MAKING

Decision making process

The decision-making process is considered a basic life skill and is important and difficult task of career counselors or other career specialists. Decision making is the process of gathering information, which then leads to making a choice by taking personal responsibility.

In the professional literature, **a distinction is made between decision making and problem solving.** Problem solving involves a solution that has no subjective characteristics. Making decisions is a much more complex process, involving personal values, interests and skills.

Basically, regardless of the context, the career counseling process cannot be considered without the element of decision making. When taking risks or making basic decisions, the individual reaction depends on the degree of emotional reasoning. Some people in the decision-making process take into account only the facts and data that are available to them, and others allow feelings to prevail. The success of a decision-making process is the result of the facts and emotions related to them, which the client should understand in himself/herself, should be able to process and finally make a decision that is best for him/her at the given moment and the given situation (supply and demand in the labor market in relation to the client's interests and skills).

One of the most important roles of a career counselor is to inform and prepare clients to use effective decision-making strategies. Clients can use these skills in their personal and professional lives long after the career counseling process is over. The final decision within the career counseling process should be made by the client himself. A career counselor is only a guide, providing the client with the resources needed to make a decision. Often by resources we mean information about trends in the labor market, information about job vacancies, information about the most sought-after professions, information about opportunities for acquiring additional competencies, retraining, retraining, etc.

There are many factors that can affect effective decision making. Some of them can cause anxiety, which reduces confidence that the best solution will be chosen. Those factors can affect the client's perception of self and how he/she feels. He/she may lack self-confidence, not understand the decision-making process,

or have unrealistic expectations. The career counselor has the task of helping the client to overcome both barriers, so that he/she can make good decisions about the career.

Other obstacles that may arise in the decision-making process are:

* Awareness factors: lack of information, inadequate or imprecise information, too much information.
* Personal and social factors: lack of experience in decision-making, lack of knowledge or lack of confidence in decision-making skills, anxiety; conflicting values, interests and abilities; lack of self-confidence; lack of skills needed for the implementation plan; too complicated system of social roles, too many or too few professional interests.

Types of decision-making models

Making a decision means making a choice between several possible alternatives that are available, taking into account the positive and negative aspects of each alternative. Each decision can be influenced by **personal abilities (what the client can do), motivation (what the client wants to do), and context.**

The following models are known in career counseling:

1. **Normative models:**
   These models have been the dominant theories of decision making for decades. They are aimed at developing procedures for making optimal choices, based on the assumption that human beings are ratio-

nal decision makers. Empirical evidence shows that this assumption usually is wrong, especially when the number of potential alternatives is large. Thus, normative models are too rational, too abstract, and too quantitative for everyday decisions, as well as for decision-making advice.

2. Descriptive models:

Explore the ways people actually make decisions; reveal biases, inconsistencies and bounded rationality, leading to sub-optimal decisions. Because descriptive models cannot serve as a reference point for justified decisions, they cannot be used as a basis for adequately guiding clients in the decision-making process.

3. Guided decision-making models:

Aim to emphasize the framework for making better decisions, while acknowledging human limitations. They correspond to the intuitive ways in which individuals make decisions. In the context of career decision-making, they aim to provide a framework for a systematic process for making better career decisions, rather than striving for rational decision-making. A key disadvantage of these models can be the potential loss resulting from the non-exhaustive option search process and offer multi-layered complexity.

The DECIDES model

The decision-making process according to the DECIDES model, by Krumboltz and Hamel (1977), consists of the following seven steps:

* **Define the problem.** Define the problem = What decision needs to be made?
* **Establish an action plan.** Determine an action plan = How will the customer make the decision?
* **Clarify values.** Clarify the values = What is most important to the client?
* **Identify alternatives.** Identify alternatives **at least two** = What choice does the client have?
* **Discover probable outcomes.** Discover what are the possible outcomes = What is the probability of consequences of following each of those alternatives?
* **Eliminate options systematically.** Systematically eliminate options = Which alternatives will not match the client's values or the specific situation? Which is least likely to succeed?
* **Start action.** Start an activity = What does the client undertake to do in order to implement the plan, i.e. to implement the decision made?

The PIC Model

In the 21st century, Gati and Asher's (2001) PIC model of career decision-making emerged. The PIC Model encompasses the entire process of making career decisions. Clients can start the process from any of the stages according to their progress in the decision-making process. The decision-making process is dynamic and

flexible. It encourages clients to move back and forth between stages in order to reexamine and strengthen their previous responses.

Before starting the decision-making process, the career counselor assesses and increases the client's readiness, evaluates the client's general level of indecision about the career, examines his/her specific difficulties in making a decision, makes an anxiety assessment for career choice, identifies dysfunctional beliefs and explains to the client the steps of the decision-making process.

The three stages of this model are:

1. **(Prescreening) Pre-screening,**

2. **(In-depth exploration) In-depth research and**

3. **(Choice) selection.**

Pre-screening

Objective: To locate a small set (about 7) of promising alternatives that deserve further, in-depth research.
Method: Sequential elimination (based on the elimination-by-facet strategy, which has been shown to be compatible with the ways people actually make decisions).
Result: A list of verified promising alternatives worth further in-depth research.

In-depth research

Goal: Locating alternatives that are not only promising, but also appropriate for the client.
Method: "Zoom in" on promising alternatives one by one, gathering additional, comprehensive information about them, such as is this occupation/job REALLY good for me? Here the suitability with the preferences is checked for the most important aspects, and for the less important aspects, the desire to fulfill the requirements of that occupation/job is checked. The next question is Am I suitable for the occupation/job? Here the probability of accepting the job is checked, it is checked how suitable the client is according to the key requirements of that job.
Result: Several most suitable alternatives (about 3-4)

Choice

Objective: To select the most appropriate alternative and additionally rank other best alternatives.
Method: Detailed, refined comparison between suitable alternatives, focusing on the differences between them, indicating the most suitable alternative, how likely am I to be able to actualize it?, if not: choosing the second best alternative(s), if yes: am I sure about my choice?, if no: Go back to detailed research stage, if yes: Done!
Result: An alternative or a ranking of alternatives

When employed in a proper and effective manner, these techniques help in developing a valuable way of thinking for any life situation. More on decision making techniques on www.mindtools.com, the decision-making page.

CHAPTER 4

Cooperation with youth

4.1

APPROACHES TO COOPERATION WITH YOUTH

Approaches to working with youth. The importance of understanding the changing expectations of young people and the labour market.

Career counselling is a field that is developing dynamically in response to rapid market and technological changes. Today, as globalisation and digitalisation create entirely new work models, it is crucial to adapt career guidance methods to these trends. Modern approaches to youth work must take into account not only local but also global labour market contexts, understanding that young people around the world face similar challenges. As Clark N. Quinn in Millennials, Goldfish & Other Training Misconceptions, young people need guidance that is as diverse and integrated with modern technologies as the world in which they live.

Understanding young people's expectations and changes in the labour market is fundamental to effective career guidance. In an era of globalisation and increasing digitalisation, young people around the world are looking not only for jobs that provide financial stability, but also for opportunities for personal and professional development. This trend is seen across Europe, Asia and the Americas, as confirmed by research from the Organisation for Economic Co-operation and Development (OECD). Moreover, as Steven D. Brown and Robert W. Lent

point out in their work "Career Development and Counselling: Putting Theory and Research to Work," a holistic approach to careers that takes into account not only career aspirations but also young people's personal values and life goals is becoming increasingly important.

This holistic approach to careers aims to create an environment where young people can not only succeed professionally, but also realise their passions and dreams. This not only supports their personal development, but also contributes to their overall well-being. In this context, career counsellors are not only informants, but first and foremost mentors and coaches who help young people navigate the complex world of career opportunities in a way that meets their individual needs and expectations. As Marek W. Grzywa points out in "Career Psychology. Theory and Practice," a proper understanding of these issues is the key to effective guidance that responds to the challenges of the modern world.

The aims of chapter „Working with Youth" is to present modern career guidance strategies that respond to changing needs. We will focus on techniques for communicating with young people, methods for involving them in decision-making processes, and ways in which young people can effectively shape their professional futures in line with their personal values and aspirations.

4.2

COMMUNICATION WITH YOUNG PEOPLE – STRATEGIES AND TOOLS

Communication techniques adapted to various youth groups. Using technology and social media for effective communication

Modern career guidance is all about communicating effectively with diverse groups of young people who differ not only in age, but also in cultural background, access to technology, values and expectations. Differentiating between these groups and adapting communication strategies is key to effectively engaging them in the careers process.

Generation Z: Known as 'digital natives', members of this generation have been born and raised in an environment of ubiquitous digital technology. The impact of this on the way they communicate is significant; they prefer fast, visual and interactive forms of communication. Strategies that incorporate tools such as mobile apps, social media and even video games can be effective. As McKinsey's Global Generation Z Study report suggests, it is not just the content that matters to this generation, but also the context of communication, which should be authentic and ethical

"Yo, the most important thing for me is to do everything fast and to the point. I don't have time to scroll through endless text. I prefer specifics, preferably in the form of a short vi-

deo or story on Insta. I also value honesty and truthfulness – I don't like it when companies or advisors try to sell me something without showing me the real benefits. If something is fake or 'for show', I feel it right away. Oh, and it's really important that there's interaction. I like it when I can comment on something, give feedback and feel that what I'm saying matters". **(Gen Z representative)**

Millennials: While just as tech-savvy as Gen Z, millennials also value deeper, more substantive forms of communication. It makes sense to take advantage of this by hosting webinars, online training sessions or using platforms such as LinkedIn for more professional interactions. According to a Pew Research Center survey, millennials expect brands and institutions to communicate with them in a way that reflects their social and ethical values.

I really appreciate when communication has a personal touch and is tailored to my individual needs. It's important to me that information has depth and value, not just instant answers. I also value transparency and honesty – I want to know who the people at the other end are and what they can really offer me, without excessive marketing. I'm also interested in content that engages me as a viewer, content that allows for dialogue and exchange of ideas, not just one-way communication. I like that I can participate in webinars where I can ask questions and get live answers, which makes me feel more engaged and valuable.

(Millennial representative)

Cultural differences: In a global context, cultural differences play a key role in communication. Career counsellors need to understand how cultural background affects young people's expectations and responses to different communication styles. For example, young

people from collectivist cultures may respond better to group communication and value personal relationships, while autonomy and personal achievement may be more valued in individualistic cultures. This understanding is essential for developing effective, personalised counselling strategies.

Therefore, the statement of a youth representative from a collectivist culture will include the following values:

"In our community there is a lot of talking and decision making. I feel more involved and comfortable discussing my career plans with a group - family, friends and even classmates influence my decisions. In our culture, it's important for everyone to be able to express their opinions, and decisions are often made by consensus. That's why, in career counselling, I appreciate it when a counsellor understands this dynamic and helps me integrate my goals with the expectations of the community".

The representative of the individualistic culture, on the other hand, will express his needs in these words:

"In my culture, the most important thing is independence and the ability to shape my own future. I like career advice that focuses on my individual talents and ambitions, rather than the expectations of a group. Personal success is valued here, so I prefer one-on-one meetings with a counsellor where I can discuss my plans and strategies in detail without outside influence. It is important to me that I can determine my own career path".

Changes in the technological and cultural environment

Dynamic changes in technology and culture are having a profound impact on the way young people interact with the world, which in turn shapes their expectations of work and communication. Developments in digital technologies such as artificial intelligence, machine learning and the growing use of social media are changing not only the landscape of work, but also the way young people learn and communicate.

Technology: The introduction of technology into every aspect of young people's lives has created a generation that is more integrated into the digital world than ever before. Guiders need to use these technologies not only to deliver information, but also to build relationships and engage young people in ways that feel natural and intuitive to them.

Culture: Globalisation has contributed to a greater awareness and tolerance of cultural diversity, which young people manifest both in their daily lives and in their career expectations. Career counsellors need to be aware of this diversity and sensitive to cultural differences, which is essential to effectively communicate career values and aspirations that are relevant and respectful to each group of young people

Examples of effective tools and methods in career counselling.

Young people between the ages of 16 and 25, especially those in Generation Z, have an extremely high level

of engagement in the digital world, according to data from a study conducted by the European Commission. According to the 2020 Digital Economy and Society Index (DESI) report, some 94% of young Europeans use the internet regularly, with the majority admitting that social media and other online platforms are their main source of information, including education and career information. Meanwhile, a study by the Pew Research Center shows that more than 90% of young people aged 18-24 actively use at least one social media platform.

This dynamic is changing traditional approaches to career guidance, promoting methods that are more interactive, accessible and personalised. This trend points to the need to adapt career guidance methods to a changing environment where mobility, accessibility and personalisation of content are key.

The role of technology in career guidance cannot be overstated, especially in the context of communicating with generations such as millennials and Generation Z, who have grown up in a digital environment. Young people often turn to social media for inspiration and career information. For example, the RAND Corporation's 2018 Getting to Work on Summer Learning report found that students and young adults are increasingly using platforms such as LinkedIn, YouTube, and Instagram to explore different career paths and gain knowledge about the skills needed for future jobs

It is worth noting that although young people can find career information on their own in the technological world, the role of career guidance remains crucial. As Social Cognitive Career Theory (SCCT) points out, self--efficacy - confidence in one's ability to achieve certain

goals - is essential for career development. As well as providing information, career counsellors help to build this self-efficacy through mentoring, coaching and tailoring career paths to the individual's needs and abilities.

The role of guidance and counselling, both in its more traditional and technology-assisted forms, remains irreplaceable. Counsellors can act as guides who not only provide information, but also help young people to analyse this data, develop skills and build the confidence needed to successfully manage their own careers. Working with young people in the digital environment requires constant adaptation of strategies and approaches, but also offers opportunities to reach them in new and innovative ways.

Activities on social media platforms, such as campaigns on Instagram or series of educational videos on YouTube that lead to interactive Q&A sessions, are good examples of how guidance counsellors can use social media effectively. For example, the Career Path Chats series on YouTube, where professionals from different industries share their experiences and advice, can help young people understand the different aspects of working in a particular field.

Changes in the way we use technology in the context of career planning began to intensify at the beginning of the 21st century with the development of the internet and then the advent of social media. These platforms have changed not only the way people communicate on a daily basis, but also the way they seek professional and educational information.

Social media applications and platforms

LinkedIn - This platform is not only a place for professionals to network, but also a great resource for career counsellors, who can use it to run focus groups, publish articles and hold webinars. In Poland, LinkedIn is also gaining popularity among the younger population looking for their first or next career step.

Advisers can join existing industry groups or set up their own, where they can hold discussions and share experiences on various aspects of their careers.

Hosting webinars and workshops allows for interactive sessions that attract a wide audience. With these features, LinkedIn becomes an invaluable tool that allows careers advisers to build lasting and effective relationships to help young people achieve their career goals.

Instagram and TikTok - extremely popular with young people. Careers advisers can use these platforms to post inspirational career stories, educational video content or hold live Q&A sessions to create engaging and interactive communication with young people.

YouTube: As well as being used for entertainment, this platform is becoming an important tool for careers education. A series of videos such as "Day in the Life" allows young people to understand the daily tasks of different professions, which can influence their career decisions.

Facebook: Professional groups and forums on Facebook give young people access to a network of professionals and experts in different industries, which can be a source of valuable guidance and mentoring.

Mobile applications and platforms for webinars and courses

Zoom and Microsoft Teams - These tools enable webinars and workshops that are easily accessible to young people from anywhere. They allow for real-time interaction, which is essential for effective guidance.

Coursera and Udemy - These platforms offer online courses that can be used by guidance counsellors to develop training programmes for young people to help them acquire new skills and qualifications needed in the labour market.

Other possibilities of using new technologies

Augmented reality (AR) and virtual reality (VR) - These technologies can be used to create career simulations that allow young people to 'test drive' different work environments, which can help them better understand potential career paths.

AI-based chatbots - Artificial intelligence can support career guidance by automating answers to frequently asked questions, providing personalised career suggestions, or guiding users through the process of finding career information.

Gamification: The use of gaming elements in the career guidance process, such as through apps that offer rewards for completing career courses or achieving certain educational goals.

Big data and predictive analytics: Analytical tools using large data sets can help counsellors identify

trends and predict future labour market needs, which in turn allows counselling to be tailored to meet current and future needs.

Modern technology is having a significant impact on the methods and tools used in career guidance, enabling guidance counsellors to better understand young people's needs, personalise their approach and provide interactive and engaging forms of support. The use of mobile applications, social media, educational platforms, as well as innovative solutions such as AR and VR, is opening up new opportunities for effective guidance that meets the challenges of today's labour market. With these tools, guidance counsellors can effectively support young people in planning their education and careers in a dynamically changing world.

4.3

BUILDING RELATIONSHIPS WITH YOUNG PEOPLE

Building effective **relationships with young people** is the foundation of the work of careers counsellors. Properly developed and nurtured relationships can make a significant difference in the way young people perceive and plan their future careers. Guiders who communicate effectively with young people and respond to their changing needs can play a key role in their personal and professional development. Friendly, open and mutually respectful relationships between counsellors and young people create an environment where young pe-

ople feel valued and motivated to pursue their goals.

In today's globalised world, guidance counsellors are challenged to **understand and respond appropriately** to cultural diversity. Young people from different backgrounds may have different expectations and needs, requiring guidance counsellors to have not only subject matter expertise, but also intercultural competence and empathy.

In the face of these challenges, it is crucial to place guidance practices on a **solid scientific footing**. Ongoing research and adaptation of practices to the changing realities and expectations of young people is not only an obligation but also a necessity if guidance and counselling is to be effective and relevant to the needs of young people taking their first steps in the labour market. The approach must therefore be flexible, modern and holistic, focusing on the individual development of each person.

Personalising guidance is the key to increasing its effectiveness. An individualised approach to the needs and expectations of young people significantly improves the perception of guidance.

The impact of mentoring relationships on the professional development of young people. Methods of building trust and openness in relationships with young people.

Mentoring relationships provide a basis for the transfer of knowledge, experience and skills between generations. Mentors, as more experienced individuals, serve

to support, guide and inspire younger people as they take their first steps in the world of education and work.

Mentoring provides a unique opportunity to learn through observation, practice and feedback that is not available through traditional teaching methods. Mentors can impart expertise while teaching how to deal with professional problems and challenges, which directly translates into faster competence acquisition for young people.

It goes beyond purely professional advice to include emotional support and assistance with personal development. The mentoring relationship provides a safe environment for young people to openly discuss their concerns, plans and dreams. Mentoring significantly boosts young people's self-esteem and motivation, which is crucial for their personal and professional development.

Generational aspects in mentoring relationships

Generational issues play an important role in the development and effectiveness of mentoring relationships. **Generational differences** between mentors and their younger protégés can affect both the dynamics of the relationship and the way knowledge, values and skills are transferred.

Differences in values and expectations can be challenging in such relationships. Mentors from baby boomers or generation X often emphasise hard work, loyalty and hierarchy, while younger generations such as millennials and generation Z value flexibility, work-life balance and a flat organisational structure. **Under-**

standing these differences is key to building mutual respect and effective intergenerational collabouration.

Practical solution:

Mentor training programmes that raise awareness of generational differences and teach how to adapt mentoring styles to the needs and values of younger generations.

Adapting to technology and communication

Generational differences are also evident when it comes to adapting to new technologies. Younger generations have grown up in the digital age and are more inclined to use technology for learning and communication. For older mentors, this can be a challenge, but also an opportunity to learn and grow. Effective use of digital tools in the mentoring process increases engagement and learning effectiveness.

Practical solution:

Introduce online platforms and tools that facilitate communication and collabouration between mentors and their protégés, helping to break down technological barriers.

Generational diversity

Despite the challenges, generational diversity in mentoring relationships can bring many benefits. Intergenerational experience sharing can lead to innovation and creative problem solving. Older mentors can pass

on valuable lessons from their extensive work experience to younger individuals, while younger protégés can bring fresh perspectives and modern approaches.

> **Practical solution:**
>
> Organise workshops and networking sessions that promote intergenerational collabouration and experience sharing, strengthen mentoring relationships and foster innovation.

Methods for building trust and openness in relationships with young people

Building trust and openness is one of the most important values in building effective relationships with young people. The personal and professional development of young people can be effectively built on them. These are not only psychological concepts, but also important tools for creating a healthy society that promotes integration, cooperation and mutual understanding.

Openness in the context of relations with young people means a willingness to listen, to accept different perspectives and to be flexible in adapting educational methods and approaches. It is a quality that allows for open communication without fear of judgement, which encourages the free expression of young people's thoughts and feelings.

Trust, in turn, is built on credibility, consistency and honesty. In relationships with young people, trust is manifested through consistent support, understanding and respect for their autonomy and choices. It's also young people's belief that they can count on adults in difficult moments and that their problems will be taken seriously and with empathy.

Building openness and trust is crucial for social development, as confirmed by numerous studies in psychology and sociology.

The Swiss developmental psychologist **Jean Piaget** shows how openness to new experiences is crucial to the process of intellectual adaptation in children and adolescents. According to Piaget, the ability to adapt, or the balance between assimilation and accommodation, depends on the individual's openness to new information.

Erik Erikson's theory of psychosocial development identifies trust as the foundation of the first stage of human development. **Erikson** argued that trust gained in infancy shapes a basic attitude towards the world as a safe and predictable place, which is essential for healthy psychological development. **Robert Putnam**, in Bowling Alone: The Collapse and Revival of American Community, he examines how the decline of social trust is affecting social and political life in America. Trust, he argues, is a key component of the social capital that enables people to work together for the common good. French sociologist Pierre Bourdieu's theory of field, habitus and social capital emphasised the role of trust and openness as elements that make up social capital. With trust acting as a 'credit', individuals and groups can interact more effectively and develop social ties.

Openness and trust are not only desirable values in interpersonal relationships, they are fundamental components of a healthy, functioning society. Promoting

these values in the education and upbringing of young people can have long-term positive effects on social cohesion and cooperation.

The OECD report on career readiness highlights the importance of trust and openness in relationships with guidance counsellors, which are key to effectively supporting young people in shaping their careers. This enables young people to better understand their abilities and aspirations and promotes more effective career planning.

In addition to individual values such as trust and openness, the OECD reports also emphasise the importance of interpersonal skills and adaptability, which are important in both educational and vocational contexts. Such skills help young people to cope better with the challenges of a rapidly changing labour market.

Academic studies point to specific methods and practices that can help achieve these goals.

Consistency and authenticity

Consistency and authenticity are key to building trust. Young people value counsellors and mentors who are consistent in their values and behaviour. Demonstrating a genuine interest in young people's lives and challenges helps to build deep and meaningful relationships. Have regular, open conversations about young people's goals, expectations and concerns. Showing genuine interest in their experiences and feelings shows that their opinions are important and respected.

Active listening

Active listening is more than just picking up on words - it's a process in which the mentor shows that he or she is fully engaged in the conversation. Active listening includes asking open-ended questions, paraphrasing and responding with empathy, which reassures young people that they are heard and understood.

Using active listening techniques such as encouraging further development of thoughts, showing understanding through appropriate gestures and facial expressions, and summarising what young people have said to confirm understanding of their point of view.

Creating a safe environment

Providing young people with a safe environment in which they can express their thoughts and feelings without fear of criticism is essential to building openness. Young people are more likely to open up and engage in dialogue if they feel safe.

Establish clear rules for maintaining confidentiality and respect in all interactions, which may include one-to--one sessions as well as group meetings.

Maintain stability and predictability

Stability and predictability in relationships are important for young people whose lives are often characterised by volatility and uncertainty. Regular meetings and consistent support build trust.

Establish regular meetings and stick to set deadlines. Ensure that each meeting has a clear purpose and structure, which also helps to maintain commitment.

4.4

ENGAGING YOUNG PEOPLE IN ACTIVE CAREER PLANNING

In order to understand how to involve young people in active career planning, it is important to consider the recommendations and studies carried out by international organisations such as the OECD and the UN. These reports emphasise the importance of young people's active participation in shaping their professional futures.

According to the OECD report, the involvement of young people in career planning is crucial for their professional success in adulthood. Career preparation programmes, designed with international data and practice in mind, provide young people with the tools to develop skills and understand the labour market. The OECD also recommends involving multiple stakeholders, including schools and employers, to provide comprehensive support to young people.

Equally important is UN research, which in its 2018 World Youth Report highlights the role of young people as agents of change in the implementation of the 2030 Agenda. The report emphasises the importance of involving young people in decision-making processes and their active participation in social and political life. Examples such as community projects and peace initiatives show that young people can effectively influence social and economic development.

Techniques and tools to motivate young people to plan their careers on their own.

As Steven D. Brown and Robert W. Lent point out in their book "Career Development and Counselling: Putting Theory and Research to Work," theoretical approaches and research can be effectively applied to counselling practice. The authors emphasise the importance of integrating career development theory with individu-

al client experiences to create more targeted and effective counselling programmes. According to Brown and Lent, understanding the theoretical underpinnings of career development allows counsellors to better tailor their methods to meet the needs of young people, which is key to their engagement and active participation in planning their future careers.

Effective guidance programmes that take these aspects into account often use methods such as skills development workshops, mentoring sessions and integrated online platforms that allow young people to explore a variety of career paths.

Examples of good practice and solutions:

1. **Internship and apprenticeship programmes:** One of the most important ways to engage young people in active career planning is to give them direct work experience. Examples such as internship programmes in technology companies, NGOs or government agencies allow young people to understand the practical aspects of different jobs, making it easier for them to make informed career choices.

2. **Mentoring and coaching:** Mentoring programmes in which experienced professionals share their knowledge and experience are invaluable. For example, initiatives such as the mentoring network set up by global companies to connect young employees with industry leaders can make a significant difference to young people's career development.

3. **Workshops and seminars:** Organising interactive workshops that focus on developing soft and technical skills is equally important. Such workshops can include mock interviews, resume writing workshops, and career strategy and time management sessions that prepare youth for the realities of the job market.

4. **Online tools and career planning apps:** The use of technology in career guidance is becoming increasingly popular. Platforms such as LinkedIn Learning offer courses and training to help young people develop the skills they need. Career planning apps, which allow young people to explore different career paths and set personal career goals, are another example of the effective use of technology.

5. **Group counselling and information sessions:** Organising sessions where young people can learn more about different sectors and market trends and share experiences with their peers. Such sessions can be conducted both online and face-to-face, making it easier to adapt to the needs of different groups of young people.

The European Commission stresses that the active involvement of young people in career planning processes not only contributes to their individual development, but also has a positive impact on the economy by better matching young people's skills with the needs of the labour market. Reports and recommendations from the European Commission, available online, provide comprehensive guidance on methods and practices for involving young people in their career decision-making processes. By continuing these practices, we can significantly increase effectiveness. By continuing these practices, we can significantly increase the effectiveness of careers advice.

Methods of supporting young people in identifying their own interests and competences. Examples of strategies involving young people in decision-making processes.

In their publication „Vocational and Personal Counselling", Maria Podgórska and Józef Kargul discuss in detail the methods and techniques that are crucial in the process of identifying young people's interests and competences. The authors emphasise that effective guidance requires the use of both diagnostic tools and a personal approach that allows for a deeper understanding of the client's individual predispositions and career aspirations. Podgórska and Kargul point out that a key element is to create a space in which young people can fearlessly express their thoughts and feelings about their professional future. This makes it possible not only to understand their current competences, but also to identify areas that need development. This is particularly important because, as the authors note, young people are often unaware of the full range of their skills and interests, which can limit their career potential.

Using the methods described by Podgórska and Kargul, guidance practitioners can effectively support young people in discovering those competences that are key to their chosen career path. This approach, based on a solid theoretical and practical foundation, is invaluable in helping young people make the transition from education to the world of work, which is also in line with the European Commission's recommendations for the active involvement of young people in career planning.

Self-assessment tools and examples

Self-assessment tools are crucial in the career guidance process, helping individuals, especially young people, to identify their interests and competences. Well--designed self-assessment tools should be accessible, reliable and tailored to the needs and cultural context of the users:

* **Affordability:** self-assessment tools should be easy to use for people of different ages, which means clear instructions and simple, linguistically understandable questions. It is important that the tools are available in a variety of formats, both paper and electronic, to maximise their accessibility.

* **Reliability and relevance:** They should be developed on a sound theoretical and research basis to ensure their reliability. Tests and questionnaires should be regularly reviewed for relevance, i.e. their ability to measure what they are intended to measure, and reliability, i.e. the consistency of results across different applications.

* **Cultural adaptation:** Self-assessment tools should be adapted to the cultural context in which they will be used, i.e. taking into account the specific linguistic, cultural and socio-economic characteristics of the target group. In Poland, such tools should be compatible with the Polish educational context and labour market.

Self-assessment tools developed in this way help to identify strengths, interests and potential areas for development. They enable individuals to make more informed educational and career choices. They enable better career planning by matching interests and competences with appropriate educational and vocational

pathways. They encourage reflection on one's own abilities and aspirations, which is crucial in the pursuit of continuous personal and professional development.

Examples of self-assessment tools

6. The Gallup Test,
also known as the CliftonStrengths, is one of the most popular self-assessment tests. It is a self-assessment tool that is widely used around the world. More than 25 million people have used it to date, demonstrating its widespread use and recognition by both individuals and organisations. CliftonStrengths is used to identify a person's dominant talents, which are critical to their personal and professional development. The CliftonStrengths test is used in both personal and professional contexts, by individuals seeking a deeper understanding of their talents, and by organisations seeking to improve teamwork and overall performance. It is a research- and data-driven tool that provides a solid foundation for further personal and professional development.

7. The Vocational Competence Questionnaire
a tool that allows to assess the level of vocational competences and is useful for planning further educational pathways and professional development.

8. Vocational interest tests
adapted to the Polish labour market, they allow young people to identify occupations that may correspond to their interests.

9. Self-assessment questionnaires
used in Polish schools and universities, they allow

students to assess their own skills and aptitudes in various fields.

10. Holland's Self-Directed Search (SDS):
allows users to assess their preferences in six occupational areas, which can indicate potential career paths that match their natural aptitudes.

11. The Strong Interest Inventory® (SII) questionna
ire, which helps students identify specific areas of interest related to different careers.

12. The Myers-Briggs Type Indicator (MBTI),
which can help to understand how personal preferences affect professional interactions and what types of tasks are most likely to be rewarding.

Self-assessment tools are widely used in different countries to help young people identify their vocational interests and competences. Here are some examples of such tools:

1. MACEDONIA:
Career guidance programmes often use self-assessment tools for language and technical skills, which are particularly useful in the context of the growing services and information technology sector.

2. IRELAND:
The Career Directions tool allows users to identify interests and skills that may be useful in choosing educational and career paths. Users can explore careers that match their skills and interest profiles.

3. UK:

the National Careers Service offers a range of self--assessment tools to help identify skills, interests and career options. This tool is available online and offers personalised advice and information on training and courses.

4. ICELAND:

programmes such as Vocational Training and Education use self-assessment tools to help young people identify their aptitude for different types of physical and mental work, which is important in the context of a strongly developed service and fishing sector.

The implementation of these tools in the Polish educational and vocational guidance system can significantly contribute to more effective career management of young people.

Workshops and seminars with examples

Workshops and seminars support young people in the process of identifying their own interests and competences. They are interactive forms of education that involve participants in active learning, group discussions and often practical tasks.

They promote:
* **Active engagement:** they allow for active participation, which promotes better learning. Such methods teach by experience, which is often more effective than traditional teaching methods.
* **Development of social skills:** Through group work and interaction, they develop communication and cooperation skills, which are key in the labour market.
* **Tailoring to individual needs:** Workshops can be easily adapted to the specific needs and interests of the group, making them more effective and attractive to participants.

Workshop and seminar design

Define the objectives: Each workshop or seminar should have clearly defined objectives that address the specific needs of the participants. The objectives should be measurable and realistic.
* **Differentiated teaching methods:** Using a variety of methods (discussions, games, projects, presenta-

tions, etc.) helps to keep participants interested and to accommodate different learning styles.

❋ **Interactivity:** A key element is to ensure that workshops and seminars are interactive. Participants should be able to express their opinions, ask questions and collabourate with others.

❋ **Feedback and reflection:** It is important that participants have time to reflect and receive feedback after each activity in order to deepen their understanding and learn new skills.

Interactive workshops and seminars are effective methods to help young people explore and develop their interests through direct participation.

Examples:

1. **Creative thinking workshops**
   Workshops such as 'Design Your Life', which use design techniques to think about life and career paths. Participants learn to define their values, interests and potential careers and then design plans that can turn these ideas into concrete goals.

2. **Exploratory seminars**
   Seminars focused on specific industries, such as technology, arts or social sciences, which offer keynote speakers, group discussions and panels with experts. Such sessions help participants better understand the variety of career and educational pathways available in a particular sector.

3. **ands-on workshops**
   Workshops that allow young people to work on real-world projects, such as coding apps, creating films

or running marketing campaigns. Such experiences are particularly valuable as they allow participants to put their skills into practice and develop them, and to assess whether the field is right for them.

Creative workshops and seminars are an important part of personal and professional development programmes in the European Union.

1. **Germany:**
   'Find Your Way' workshop. In Germany, 'Find Your Way' (Finde Deinen Weg) workshops are organised, which focus on the use of life design techniques. Participants in these workshops learn how to analyse their life and career experiences in order to define what is most important to them and what steps they should take to achieve their career goals.

2. **France:**
   Exploratory seminars 'Careers in Arts and Culture'. Exploratory seminars focused on the arts and culture sector, such as 'Careers in Art and Culture' (Carrières en Art et Culture), are popular in France. These seminars offer participants the opportunity to meet professionals from museums, art galleries and cultural institutions, so that they can better understand the diversity of career paths in this industry.

3. **Spain:**
   'Startup Your Life' practical workshop. In Spain, especially among young people interested in entrepreneurship, the 'Startup Your Life' workshops are popular. Participants work on real business projects, learning the basics of setting up start-ups, business planning, as well as digital marketing and business strategies.

4. **Italy:**

   Tech Future seminars. Italy offers 'Tech Future' seminars focusing on future technologies such as artificial intelligence, robotics or biotechnology. These seminars offer insights into the latest technological trends and discussions on how these technologies are changing different sectors.

5. **Poland:**

   'Film Experiments' workshop. In Poland, 'Film Experiments' workshops allow young people to put their film production and digital media skills into practice. Participants learn everything from screenwriting to editing, allowing them to better understand and assess whether a career in the film industry is right for them.

These examples show how varied and tailored to specific needs and interests workshops and seminars can be in different EU countries. They offer young people the opportunity for personal and professional development in line with the rapidly changing labour market.

The combination of self-assessment tools and interactive workshops and seminars provides a comprehensive approach to identifying interests and competences, which is particularly effective for young people facing education and career choices.

The OECD, in its Skills Strategy Implementation Guidance for Slovenia, emphasises that involving young people in decision-making processes is not only beneficial for their personal development, but is also key to shaping the skills needed in today's labour market. The development of these skills is crucial in preparing young people to function flexibly and effectively in a diverse professional environment.

Shaping them in decision-making processes by involving young people practically in a variety of projects and initiatives not only enhances their employability, but also contributes to their personal development, self-esteem and sense of fulfilment. This is why it is so important that education systems and development programmes focus on involving young people in processes that require active participation and independent decision-making.

The European Commission encourages the creation of consultation platforms, the organisation of youth forums and the implementation of pilot projects that allow young people to have a real say in the shaping of education and training policies. Examples of such initiatives include round tables, workshops with decision-makers and simulations of decision-making processes, which allow young people to gain practical experience of governance and planning.

Vocational Skills Development Workshops

These workshops focus on the practical delivery of skills that are key in today's labour market. They should cover both hard skills (e.g. using modern IT tools, programming, data analysis) and soft skills (e.g. communication, teamwork, time management). Examples of such workshops are 'Effective Communication Skills', which teaches how to communicate ideas effectively, or 'Project Management Basics', which introduces participants to the world of project management.

Planning a career with a mentor

Mentoring programmes link young people with experienced professionals who can provide advice and support on career planning. Mentors can help young people identify their strengths and interests, and set career goals and strategies to achieve them. An example of such a programme could be Career Path Guidance, where mentors help participants understand different career paths in industries that interest them.

Simulations and decision-making games

These tools teach through fun and practical experience, allowing young people to try out different professional roles and scenarios in a controlled environment. Games such as 'Business Simulator' allow participants to run virtual companies, make strategic decisions and observe the consequences. This is an excellent way to learn management, planning and decision-making skills.

Vocational projects

Allowing young people to initiate and lead projects that match their interests is a great way to develop initiative and design skills. Projects can range from developing mobile apps to organising cultural events to scientific research projects. For example, a 'Community Event Planning' project might involve organising a local cultural festival, which teaches planning, resource management and how to work with different community groups.

Participation in programme committees

Encouraging young people to participate in curriculum committees in their schools or local communities gives them a real say in shaping educational programmes and other initiatives. This can include participation in curriculum planning, selection of extracurricular courses or proposals for school changes. Such responsibility prepares young people for active participation in social and professional life.

The implementation of these strategies requires the involvement of teachers, guidance counsellors and other adults, but the results can make a significant difference to young people's personal and professional development.

4.5

INDIVIDUAL CAREER DEVELOPMENT PLANS

OECD research shows that personalised learning plans can effectively match young people's educational and career aspirations with labour market realities, helping to reduce the skills gap. In particular, reports such as Education at a Glance and Skills Outlook provide an analysis of how personalised programmes can improve students' performance and future employability. According to research by the Institute of Educational Research, students who have been helped to develop

individual career plans are more likely to make informed choices about education and careers that match their interests. This approach enables them to better understand their own aptitudes and preferences. Publications in the field of educational psychology, such as the work of Carol S. Dweck, indicate that students who understand the link between their education and their future career goals show higher levels of engagement and motivation to learn.

Individual development plans help make young people aware of how specific skills and knowledge translate into career success.

The process of creating individual career plans. Taking into account the needs, skills and aspirations of young people.

Based on the literature review and research findings, experts recommend that the process of developing individual career plans should involve:

* Involve young people actively in the planning process, giving them the opportunity to express their own expectations and interests.
* Use career aptitude assessment tools that can help identify skills and talents.
* Update plans regularly in response to changing market conditions and students' personal aspirations.

The development of individual career plans, as suggested by Maria Podgórska and Józef Kargul in their publication 'Vocational and Personal Guidance', should

be a process carefully tailored to the individual needs, skills and aspirations of young people. Here is a more detailed and comprehensive outline of how to build an effective individual career plan:

Personal assessment

Start with a detailed personal assessment, which includes an analysis of aptitudes, interests, skills and values. Tools such as personality tests (e.g. MBTI, Big Five) or competency questionnaires can help identify key personality traits and skills. This is the foundation on which further planning will be based.

Identify career goals

Based on the results of the personal assessment, short- and long-term career goals should be defined together with the young person. These goals should be formulated according to SMART principles, meaning that they must be:

* Specific
* Measurable
* Achievable
* Realistic
* Time bound

Analysis of educational and career paths

This is followed by an analysis of the various educational options and career paths that best match the identified goals and aptitudes. At this stage, it is useful to use careers advice, occupational databases, as well as

information from universities and training institutions. Consideration of different pathways may also include an analysis of the labour market.

Action planning

Develop a detailed plan of the activities needed to achieve the goals you have set. The plan should include specific steps such as choosing appropriate courses, gaining the necessary qualifications and strategies for gaining work experience through internships or apprenticeships. It is important that the plan is flexible and can be adjusted as progress is made and circumstances change.

Monitoring progress

Regularly reviewing progress and adjusting the plan is key to maintaining motivation and effectiveness. Monitoring can include regular meetings with a guidance counsellor, as well as self-assessment and reflection on achievements and challenges to date. Making adjustments to the plan allows you to better manage your own development and respond to changing conditions or new opportunities. The development of such an individual career plan, based on a solid foundation and regularly updated, will enable young people to manage their own career development more effectively, which can lead to future career success and personal fulfilment.

4.6

SUMMARY AND CONCLUSIONS

This chapter presents integrated career guidance strategies that are essential for effective work with young people. They are based on a deep understanding of the changing expectations of young people and the dynamic labour market, which determine the need for adaptive approaches to guidance.

Communication with young people plays a key role, with an emphasis on using social media and modern technology to deliver educational and inspirational content. Through platforms such as LinkedIn, Instagram and YouTube, counsellors can reach young people where they spend most of their time, offering personalised and engaging content.

Relationship building is important to create an environment based on trust and openness. Mentoring relationships that support career development help young people feel valued and understood, which increases their engagement in the guidance process. Involving young people in career planning by motivating them to make their own decisions and helping them to identify their interests and competences is key to their career success. Guidance counsellors should use innovative tools and methods to support young people to actively participate in shaping their own career paths.

Individual career plans emphasise the need to tailor guidance to the individual needs of each young per-

son. Tailor-made plans that take into account personal aspirations and abilities are the basis for effective career guidance.

How to adapt to the changing requirements of the labour market.

Ongoing training: guidance counsellors should constantly update their knowledge of new market trends and technological tools in order to stay up-to-date with the tools that resonate most with young people.
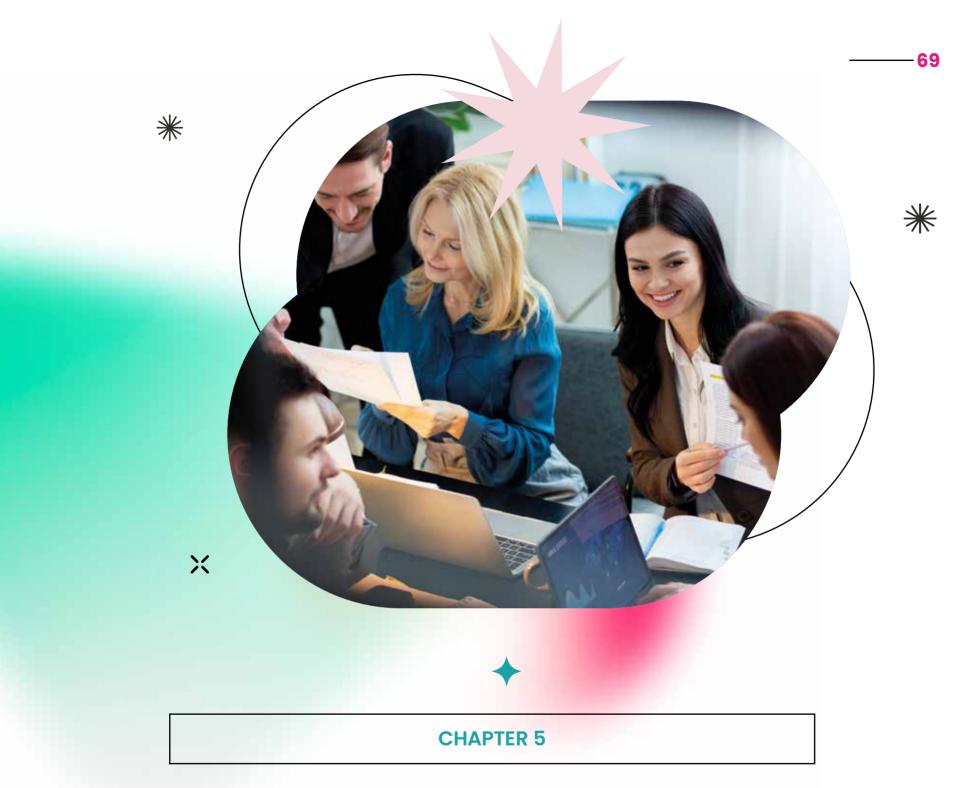
Flexibility of methods: Introducing variable techniques and tools such as gamification, AR/VR in guidance allows for better engagement with young people and realistic simulations of work environments.

Openness to change: Adapting to a rapidly changing market requires being open to experimenting with new approaches and technologies that can better meet young people's needs.

Building online communities: Using online platforms to create communities that support young people in their career development provides access to support groups, expertise and inspiration.

In conclusion, in order to adapt to the demands of the changing labour market and to effectively support young people in their career development, guidance practitioners need to constantly evolve, use modern tools and be open to change in order to effectively respond to the needs of the younger generation.

CHAPTER 5

Conducting workshops and professional training

Conducting effective workshops and professional training is becoming a key element of supporting professional development. Chapter 5 is devoted to issues related to the design, organization and effective conduct of workshops and professional training. It includes practical tips on various aspects of this process, starting from the design of training programs, through the use of active techniques and work methods, to the appropriate preparation of educational and multimedia materials.

Designing and organizing career workshops is the first step in ensuring the effective transfer of professional knowledge and skills. This chapter will discuss the key steps and stages of the workshop design process, taking into account the needs of the target group and the goals we want to achieve. Then we will focus on active techniques and work methods that allow participants to conduct classes interactively and engagingly, supporting the acquisition of practical skills and professional experience.

Another important element is the **preparation of appropriate educational and multimedia materials** that support the learning process and ensure effective transfer of information. The chapter will discuss various forms of educational materials and ways of using them during workshops and professional training, including multimedia tools, interactive presentations, and professional simulations. Chapter 5 is a comprehensive source of practical tips and inspiration for all people involved in conducting workshops and professional training. It offers tools necessary for effective planning, organization and implementation of educational activities aimed at supporting professional development and improving participants' competences.

5.1

DESIGNING AND ORGANIZING CAREER WORKSHOPS

Career workshops are a key element of supporting clients' professional development. Effectively designed and organized, they can bring great benefits by helping participants acquire new skills, discover their talents and better understand the labor market. In this article, we will present how to effectively plan and conduct career workshops and why it is important.

Why are career workshops important?

Career workshops are an important tool in the work of career advisors. They provide the opportunity for direct contact with participants and intensive work on their professional development. The main benefits of organizing career workshops are increasing professional awareness. Through active participation, participants can better understand their strengths and areas for development. Thanks to well-designed workshops, participants will develop practical skills. Workshops allow you to learn and practice skills needed on the labor market. It is worth remembering that every group meeting and establishing professional contacts, the so-called networking is an added value to every meeting of a group of people. Often, during workshops, less motivated participants have direct contact with career advisors and other participants, and this may be a motivation and inspiration to act.

The first step in designing career workshops is to understand the needs of the participants. This can be achieved by collecting information about expectations and needs of participants using surveys and questionnaires, interviews and conversations with potential participants. It is also important to research current trends and requirements of employers, the so-called labor market analysis. Once the needs of the participants have been identified, it is necessary to define goals workshops. Goals should be specific, measurable, achievable, realistic and time-bound (SMART).

Examples of goals may include:
* learning how to write an effective CV,
* increasing
* communication skills, preparation for job interviews.

Creating a workshop program requires considering every element of the meeting. We start with the agenda, i.e. writing down the order of topics and the time allocated for each of them. The next step is preparation presentations, exercises and other materials needed to conduct the workshop. The selection of teaching methods is important - e.g. case studies, play & roles, group discussions, group and individual exercises. After substantive preparation of the training material, we move on to: technical aspects of organizing workshops, i.e. selecting an appropriate location, training room or online platform, setting dates convenient for participants, preparing the necessary materials and equipment.

Every workshop leader wants the workshops to be effective, Therefore, it is important to reach the right group of recipients. Here it is worth using social media, mailing lists, advertisements, and available or proven communication channels. We call it promotion. The next step is to create a system for registering and confirming participation. You can use a Google form or dedicated ticket sales platforms for this purpose.

It is extremely important to maintain contact with registered participants before the workshops.

There are often many questions that need to be answered to ensure participants' comfort and sense of security. Depending on the goals of the workshop, you should choose the appropriate tools and working methods. Visual support for the conveyed content will be provided by a well-prepared presentation. Interactive exercises will engage participants in practical tasks. Discussions and debates will stimulate the exchange of opinions and experiences. A key element of effective workshops is the active involvement of participants, so it is worth the leader encouraging them to ask questions and participate in discussions, thus creating interaction between participants. You can use simulations and case studies. What concludes each exercise is monitoring the reaction and adapting to the group's needs through short but concise feedback. After the workshop, it is important to collect feedback from the participants. They can be asked to complete short surveys assessing the workshops, and conduct short conversations with participants about their impressions and suggestions.

It is necessary to draw conclusions from the workshop or training and plan future actions based on the feedback received. Designing and organizing career workshops is a demanding process well-thought-out strategy and commitment, precise definition of the goal and target group. By carefully identifying participants'

needs, setting clear goals, careful logistic planning and actively conducting classes, career counselors can support the professional development of their clients in an attractive way. Regular evaluation and adaptation of work methods will allow for continuous improvement workshops and adapting them to the changing requirements of the labor market. Developing the skills to conduct workshops is crucial for career counselors because it allows them to more effectively support the development of their clients. Thanks to this, they can better adapt workshop programs to the individual needs of participants, increasing their involvement and learning effectiveness. Skillful conducting of workshops also helps build the professional image of the advisor and strengthen relationships with clients.

Additionally, the workshops are an excellent opportunity to exchange experiences and establish valuable professional contacts. Investing in these competences will, in the long run, contribute to improving the quality of consulting services and increasing participant satisfaction.

Remember! Preparing effective career workshops is a process of continuous learning and adaptation.

To sum up, we can point out five key tips for career advisors that can help in effectively preparing and conducting workshops:

1. **Thorough knowledge of the expectations and needs of participants understanding the target group.**
   Conduct a survey or survey to better understand the expectations and needs of workshop participants.

Knowledge about their professional experience, career expectations, and the skills they would like to develop will allow them to adjust the content of the workshops to be as relevant and useful as possible.

2. **Selection of appropriate teaching methodology and techniques interactive teaching methods**
   Use various forms of activity, such as group discussions, case studies, role-playing or simulation games. Such methods increase engagement and help participants better absorb knowledge through practical application.

3. **Preparation of a clear and structured workshop plan - a detailed schedule.**
   Develop a detailed workshop plan that includes the goals of each session, duration, teaching methods and tools needed to conduct the activity. Make sure the pace of the workshop is appropriate for participants and leaves time for questions and discussions.

4. **Ensuring flexibility and adaptation Adaptation to changing circumstances.**
   Be ready to modify the workshop plan in response to participant feedback or unforeseen circumstances. Flexibility can be key to keeping participants engaged and satisfied.

5. **Evaluation and reflection after the workshop - feedback and assessment of effectiveness.**
   Conduct a survey or feedback session to collect participants' opinions about the workshop. Analyzing your feedback will help you understand what worked well and what needs improvement. Use this information to improve future workshops.

5.2

ACTIVE TECHNIQUES AND METHODS OF CAREER COUNSELORS

In the work of a career counselor, it is crucial to use a variety of techniques and methods that will allow his clients to achieve their career goals. An active approach will allow for a better understanding of clients' needs, increase their involvement and effectiveness of the consulting process, and at the same time influence their professional development and smooth movement in the labor market. In this article, we will present the most important active techniques and methods that career counselors can use in their counseling work with clients.

Why are active techniques important? Because they involve clients in the consulting process, they increase their commitment and motivation. Thanks to this, advisors can more effectively support clients in achieving their professional goals, and the techniques themselves allow for a better understanding of the client's individual needs and aspirations.

Active methods also help build trust and strengthen the relationship between the advisor and the client.

1. The first basic technique is **the counseling interview.** It is important to actively listen to the client, focus on what the client is saying, without interrupting or judging. Ask open questions that will encourage him to provide more complete answers and reflection, insight into his current professional situation and the need for change or development. It is worth remembering to show understanding and support for the client's feelings and experiences, which we call empathetic understanding.

2. The second important active method of work of a career counselor is **coaching.** Coaching is a method that supports clients in achieving specific professional goals by setting goals, i.e. helping them define realistic and achievable goals, planning activities that lead to the achievement of goals and motivating them, supporting clients in maintaining motivation and concentration on goals.

3. The third active form that career advisors use when working with their clients is **mentoring**. It involves long-term cooperation with a more experienced professional who shares his knowledge and experience. The mentor shares his experience and advice and supports the client in difficult moments of his professional career. Helps the client develop professional

skills. It can be said that it provides substantive and mental support for an already aware client.

4. The fourth active method in the work of a career counselor are **workshops and training**. They allow for group work on professional skills and, to some extent, verification of clients' skills. The career advisor uses interactive techniques such as engaging practical exercises, group discussions and exchange of experiences and views between participants.

5. Workshops are learning through experience, i.e. practical application of acquired knowledge. **Assessment Center** is another comprehensive method of assessing a client's skills and professional potential. It uses simulations - realistic professional scenarios in which clients have to prove themselves. It contains a variety of tasks that assess competencies. The career advisor gives the participant feedback on his or her effectiveness and level of task completion. Feedback contains information about what was done well and what needs improvement. We are slowly moving to modern methods using virtual and augmented reality, VR and AR in the development of professional skills. Virtual reality (VR) and augmented reality (AR) technologies have been used in many fields, from entertainment to education and medicine. A particularly interesting aspect is their use in developing skills, enabling people to perform tasks that people are afraid of in the real world. VR and AR can be offered by a career counselor to help people overcome fears and barriers. Virtual reality is a technology that allows you to create an immersive, three-dimensional environment in which the user can immerse himself. VR allows clients to safely expose clients to the sources of their fears, such as heights, crowds or public speaking, in a controlled environment. It ena-

bles realistic training for professionals, without the risks associated with real situations. Augmented reality combines elements of the real world with virtual ones, overlaying information or images on real views. AR is used in education, creative industries and other fields. AR can enrich the learning process by adding interactive elements to traditional educational materials.

The tasks offered by a careers advisor can vary greatly. They are experienced by the client in an artificial environment, e.g. simulations of social meetings or public speaking, which help build self-confidence. Virtual environments can help develop communication and social skills. The client can go through job interview simulations and business situation simulations that allow him to practice negotiation skills. VR can be used to simulate difficult professional situations, allowing you to gain experience safely. VR and AR technologies offer wide opportunities for skill development. Through immersive and interactive environments, individuals can overcome their fears, develop interpersonal skills and gain professional experience in a safe way. Advisors using these technologies can effectively help their clients overcome barriers that may seem insurmountable in the real world.

Each client is different, so it is important to adapt techniques and methods to individual needs. It is important to thoroughly understand the client's situation and goals and create individual professional development plans with him. Regularly monitoring the client's progress helps the career counselor stay motivated and make necessary adjustments. Active techniques and methods are an essential element of effective career

counseling. Thanks to them, advisors can better support their clients, helping them achieve their professional goals and develop the necessary skills. An individual approach, regular monitoring of progress and constructive feedback are the key elements of effective consulting work. Investing in the development of these techniques contributes to improving the quality of consulting services and increasing customer satisfaction.

5.3

EDUCATIONAL AND MULTIMEDIA MATERIALS

Educational materials form the foundation of the learning process, playing a key role in transmitting knowledge and skills. Their role is indispensable in both traditional and modern forms of education. When defining educational materials, we refer to a variety of tools, documents or resources that support the teaching and learning process by providing structure, content and support for participants. The definition of educational materials includes various forms, such as textbooks, presentations, exercises, educational games, films, and interactive tools. Educational materials are designed not only to provide information, but also to activate participants, arouse their interest in the topic and support the process of acquiring knowledge.

In the context of today's technologically advanced educational environments, multimedia tools are becoming an extremely important element in creating effective information transfer. Thanks to them, participants of

workshops and training have the opportunity to participate interactively in the learning process, which facilitates a better understanding of the content discussed and a more engaged approach to the topic. The introduction of educational and multimedia materials opens up new opportunities for participants to discover and explore knowledge, enabling dynamic and interactive learning experiences. Their growing importance in the educational process indicates the need for their effective use, both in traditional and virtual educational spaces. The importance of educational materials in the learning process is extremely multidimensional. They are not only a source of knowledge, but also a tool enabling the development of cognitive skills, creativity, independence and cooperation. Thanks to them, it is also possible to adapt the teaching process to various learning styles, which promotes the effectiveness and efficiency of the educational message. Introduction to the topic of educational materials directs our view on a key element of the teaching process, which has a significant impact on the effectiveness of education and the effectiveness of knowledge acquisition by participants.

Multimedia tools are becoming an integral part of the teaching process. Their role in supporting the transfer of information is extremely important because they enable the use of various forms and means of communication that can effectively engage class participants. Multimedia tools, such as multimedia presentations, videos, animations, and interactive applications, have several important features that make them an effective means of transmitting information. Firstly, they are visually attractive and can attract the attention of participants, which promotes interest in the topic and better remembering the content. Secondly, they enable

the presentation of content in a dynamic and interactive way, which promotes the activation of participants and their involvement in the learning process. Thirdly, they allow the use of various multimodal communication channels, such as image, sound, text or animation, which may facilitate better understanding of the content conveyed by different types of students.

In the context of conducting workshops and professional training, the use of multimedia tools may be particularly beneficial. It allows for a more dynamic and interactive transfer of information, which may be attractive to participants and support the learning process more effectively. In addition, they enable easier demonstration of specific issues or procedures, which may be important in the case of practical training or professional workshops. Good educational and multimedia materials play a key role in conducting workshops for young people in the area of career counseling. They play various roles in the consulting process, including:

1. **Visualization and understanding**

   Using multimedia materials, abstract concepts and professional processes can be visualized, making them easier to understand for workshop participants, especially visual learners. Visualization of career paths through multimedia presentations, films and animations help to vividly present various professional paths, which helps participants better understand the possibilities of their career development and what skills are needed in particular professions.

2. **Diversification of content**

   Multimedia presentations, films and interactive applications can diversify the content of workshops, making them more interesting and engaging for young people, which increases their involvement and activity.

3. **Career simulations**

   Interactive job simulations allow workshop participants to have practical experience of various professions, which can help them better understand what it is like to work in a given profession and whether it fits their interests and skills.

4. **Support for the decision-making process**

   Multimedia elements can help participants in the decision-making process regarding their future career path, presenting various options, analyzing their advantages and disadvantages, and suggesting possible directions of development.

5. **Availability of information**

   Educational and multimedia materials may contain current data, statistics, examples of professional successes, information about market trends and career development opportunities, which allows participants to access reliable and up-to-date information, helps participants better understand the professional environment and make more informed decisions about their careers.

6. **Individualization and personalization**

   Through various educational multimedia materials, workshops can be adapted to the different preferences and needs of participants. People who learn in different ways (visual, auditory, kinesthetic) can use various forms of materials, which favors an individual approach and personalization to the learning process. Multimedia elements can be tailored to the individual needs and interests of participants, which allows for a more personalized approach to the career counseling process and better adjustment to specific goals and expectations.

7. Increasing engagement

Interactive multimedia materials, such as quizzes, educational games or professional simulations, can increase participants' involvement, making the learning process more dynamic and attractive and motivating them to seek information about their future career. This makes the consulting process more attractive and effective.

8. Memory and durability of knowledge

Using a variety of multimedia materials can support the process of remembering information and consolidating knowledge. Interactive elements, repetitions or visual presentations can help participants better understand and remember the content discussed.

Educational and multimedia materials are an important element in conducting workshops for young people in the area of career counseling, supporting the learning process, increasing participants' involvement and facilitating the acquisition of knowledge and professional skills. At the same time, motivating them to look for appropriate career paths and helping them make informed decisions about their professional future.

Essay workshop modules:
1. „Setting goals - advisor tools"
2. „Personal development opportunities and employment opportunities"
3. „Know yourself"

Each Module consists of the following elements:
* workshop scenario for the leader
* multimedia presentation
* 10 worksheets
* 4 play-role exercises
* 4 comic scenes
* 4 podcasts - which can be used as teaching material during the workshop, or as an introductory one, making it available to participants before the meeting, or summarizing it after the workshop (follow-up form)
* possible aptitude tests and other materials supporting the effectiveness of the proposed workshops.

We invite you to use the materials developed in the „Ready to start" project.

WWW.FERI.ORG.PL

WWW.FERIPLATFORM.ORG.PL

5.4

SAMPLE WORKSHOP SCENARIOS

As part of the project, 3 workshop scenarios were developed along with teaching and multimedia materials, which are available in 3 languages: Polish, English and Macedonian on the platform: **www.feriplatform.org.pl**
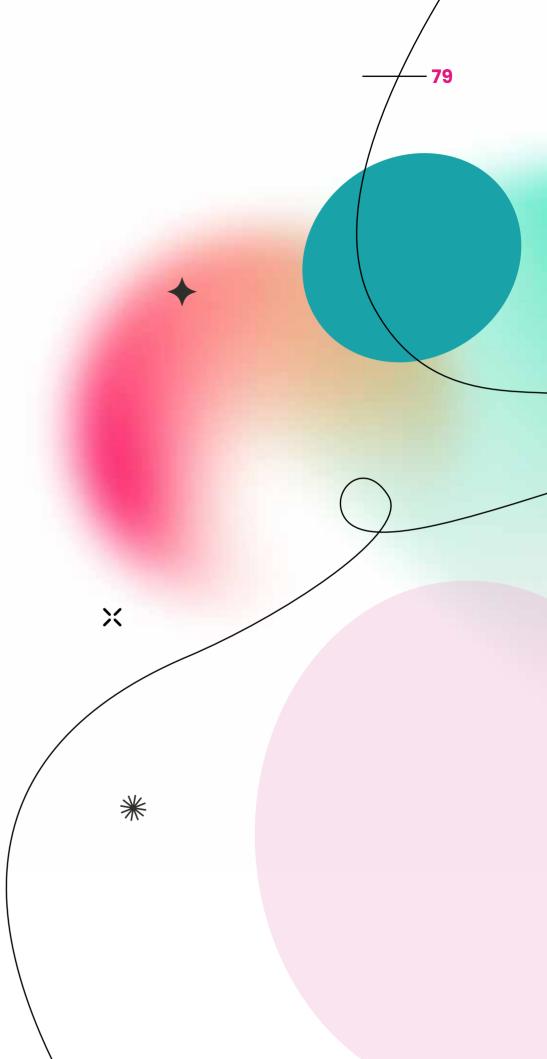
Bibliography

Przyczyny zmian – pod wpływem jakich czynników zmieni się rynek pracy?, https://epale.ec.europa.eu/pl/blog/przyczyny-zmian-pod-wplywem-jakich-czynnikow-zmieni-sie-rynek-pracy, accessed 27.04.2024.

Toffler A. (2006), Trzecia fala, Wydawnictwo Kurpisz, Poznań; Toffler A. (2007), Szok przyszłości, Wydawnictwo Kurpisz, Poznań.

WEF (2020), The Future of Jobs Report 2020 https://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf, accessed 29.03.2024.

OECD (2016) https://www.oecd.org/forum/issues/forum-2016-issues-the-future-of-education.htm, accessed 4.03.2024.

https://www.parp.gov.pl/storage/publications/pdf/Prognozowane-zmiany-na-rynku-pracy_przegld-scenariuszy.pdf, accessed 2.04.2024