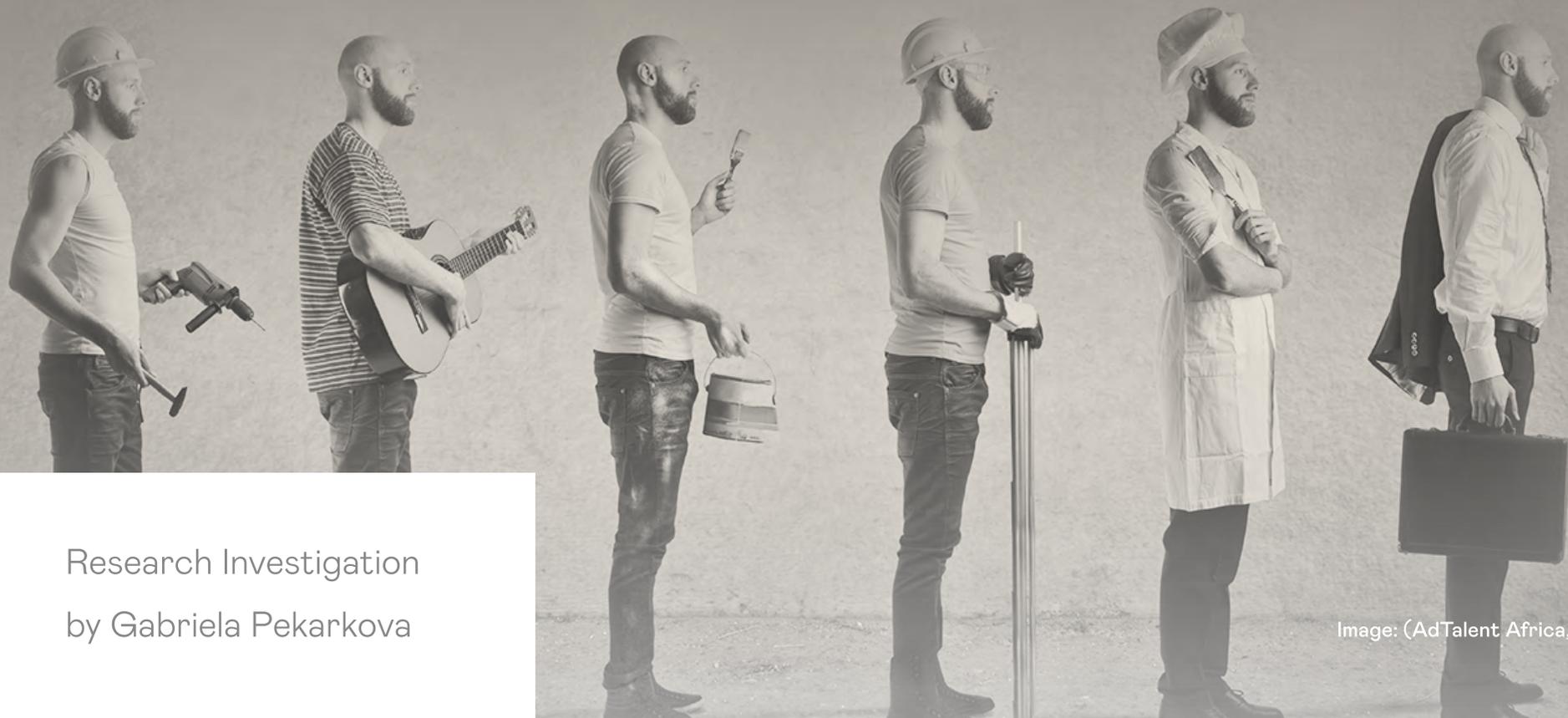


An exploration of career changers in contemporary society and how design can improve their experience



Research Investigation
by Gabriela Pekarkova

Image: (AdTalent, Africa, no date)

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01 Introduction

For many years, society has faced several economic and social changes which has resulted in the emergence of new career patterns and it has created a significant difference between current and the original concept and perception of employment life; people have been forced to deal with job insecurities regarding short-term contracts and work-life balance as the occurrence of double career families has expanded. Responsibility for the individual's personal and professional lives has constantly increased with an ever growing society and consequently, people transition careers more frequently (Lyons et al, 2015, pp. 8-9). The U.S. Bureau of Labor Statistics states that nowadays, the average worker holds upwards of twelve different jobs before they reach the age of fifty-two (BLS, 2019). Changes are, therefore, part of a career path, but moreover, changes are part of an individual's whole life.

The aim of this exploratory study is to examine how workers experience such changes and focus on the challenges they face regarding the transition to a different occupation. The study was undertaken to search for major factors that influence individuals to make a career change and common themes and differences that individuals share throughout their experience regarding this situation. Existing literature was utilised during this study as well as deeper insights into this area, obtained from individuals by a primary research.



Image: (Kosuki, no date)

02

Definition of the key terms

What is a Career Changer?

Throughout the report, a 'career changer' can be defined as an individual who undertakes the process of changing their role of employment or industry. A change in career direction often requires knowledge of new skills and abilities and for certain individuals this situation might be very challenging (Abraham, 2020).

Definition of Contemporary Society

Contemporary society is affected by urbanisation, the advancement in industry and technology and the use of modern sources of communication. These innovations drastically evolve and influence the society and lead to the emergence of social tension and various other problems. Today's society is also characterised as a society with an advanced social mobility and stratification where people frequently change their occupation, place of residences and social status (Study Lecture Notes, no date). In order to ensure quality research results, the impacts of pandemic on the society will also be explored.



Image: (Emprendedores Creativos, 2020)

03

Aims and Objectives

Aim 1 | To develop a general understanding of the perception of career world in both contemporary society and in the past.

Objective 1 | To compare traditional and contemporary career models to gain a general knowledge of the topic.

Aim 2 | To identify the resources available to career changers.

Objective 2 | To evaluate the resources available to career changers.

Aim 3 | To gain a deeper insight into the user experience of contemporary career changers.

Objective 3 | To account for the challenges they face and analyse their needs.

Aim 4 | To assess the pandemic and the social changes associated with it and its impact on career changers to be able to form a hypothesis for the future of work and deliver a relevant solution to the design challenge

Objective 4 | To discuss how the pandemic has affected people's working lives and to consider predicted trends for the future.

04 Methodology

Both qualitative and quantitative research methods were used during this study, including methods that are being utilised in the human-centered design process. This approach was taken in order to analyse the user needs and become thoroughly acquainted with them before trying to introduce a relevant design solution to the problems found within this report.

Firstly, deeper insights into the difference between the traditional and the modern career era were gathered through researching relevant secondary sources. The aim was to gain a general understanding of the evolution of the society in terms of career perception and analyse the career patterns and changes associated with it in both the modern and traditional society. According to Muratowski (2016, pp. 91-92), this research method helps designers get insights into the social and cultural context of design, forecast trends and achieve better results when it comes to design innovation.

Secondary research and interviews (Appendix Two, 2021) conducted by the author of this report were used while examining the existing services that help working professionals discover new careers or utilise their personality attributes, helping the author analyse opportunities for the design challenge.

During this study, an online survey (Appendix One, 2021) was conducted to broaden the author's research and identify trends regarding the career transitions in contemporary society. According to Grainger (2018), this method is particularly useful when it comes to documentation of user opinions, wants and needs. The survey was distributed to three online support groups related to career development and transitions as well as sent out using a mailing list. In order to ensure the efficiency of the results, the survey stated that all respondents had to be considering a career change or change of their future career direction to take part. The survey obtained a total of fifty-four responses, thirty-two of which were from individuals who have experienced at least one career change in the past. Thirty-nine of the respondents were female, fifteen were male.



Fig 1: Respondent Demographic of primary survey



Fig 2: Graph displaying the percentage of respondents who experienced a career change in the past

List of Interviewees

Interviewee One	Male, 45-54
Unemployed	
Pekarkova, M.	Female, 45-54
Employed in health care	
Interviewee Three	Female, 35-44
Unemployed	
Interviewee Four	Male, 25-34
Self-employed	
Vejvodova, L.	Female, 25-34
Employed in education	
Polakova, M.	Female, 18-24
University student	

A special study was devoted to the impact of the pandemic outbreak of Covid-19 on people and their careers as well as their perspectives related to predicting the future in a large-scale.

The factors that contribute to the career change in a contemporary society were explored through a series of semi-structured interviews (Appendix Two, 2021) conducted with people of diverse backgrounds. This method was used as semi-structured interviewing allows the opportunity to obtain an extended response from interviewees, as besides the predetermined questions, many others arise during the conversation itself (Muratovski, 2016). A total of six Czech nationals were interviewed and ranged between ages twenty-two to forty-nine. All responses gathered were translated to English. The aim was to gain insights from people who are experiencing or had experienced at least one career change in the past or who's future career plans were impacted by pandemic, in order to gain a deeper understanding of the reasons and motivations for their transitions and the challenges they encounter while undergoing it, as well as the emotions they experience.

Ethnography was also utilised during interviews to record the emotions that were expressed by interviewees during individual questions in order to analyse the levels of stress that they experienced during their journey. As Muratovski (2016) states, by collecting first-hand data and observing the users' spontaneous behaviour, a researcher expands his knowledge about his target audience's experience and thus achieves better results. The data gathered were thoroughly analysed and helped the author form personas and create a journey map. According to Davey (2018), journey mapping helps researchers identify key issues and uncover problems in user experience as well as ensure their mitigation. Therefore, pain points, user needs and the emerging themes were discovered during this research and will be furtherly discussed and highly considered during the second part of the project.

A large-scale approach to the design challenge was adopted while forming a hypothesis for the future of work based on the secondary research conducted by the author and the knowledge taken out of this report. This approach will ensure the relevancy of the prototype that will be developed.

05 The Traditional vs Contemporary career model

Over the last decade, society has faced major social, economic, and technological changes, which resulted in increased career mobility as well as the occurrence of a completely new career model (Feldman and Ng, 2007). The career expectations of organisations have drastically changed from a simple loyalty to the organisation to the worker's originality and motivation for continuous improvement in the particular field. Therefore, the traditional career model, associated with having one permanent job for life, has been completely replaced by a new model which brings several career mobility opportunities (Bersin, 2017).

The traditional career model is characteristic for the industrial era and dates mainly to the 1950s and 1970s. This era is associated with the development of heavy industry, as well as many

economic, technological, political and social changes that had a huge impact on organisations and their structures (Malinova, 2011).

The traditional model can be characterised by a significant specialisation of workers in their positions, a high organisational structure and autocratic management styles. However, the perception of the career was particularly objective. The responsibility for an individual's career management laid on the organisation and was done so to comply with organisation's demands. According to Sullivan (1999), emphasis was placed on the loyalty to the organisation. The career progression of an individual was slow and often took place after a long period of time working in the company. The criterion for promotion was based on the belief that the longer an individual works in a company, the more they are prepared and deserve a promotion.

However, the traditional career model is associated with a low frequency of career changes as they were not desirable. The low number of career changes was perceived positively, as it tested the loyalty and devotion of an individual to the organisation (Ruzicka, 1993). The boundaries for an individual's professional advancement were between one or two organisations in their life (Lochab and Mor, 2013, pp. 485-490). According to Ruzicka (1993), the individual who made more career changes in their lives than the organisation perceived to be tolerable was considered to be a problem worker. Those people were seen as if they had to change jobs due to their inability to fulfill the job responsibilities to the satisfaction of the employer.

Image: (Mid-Century Modern Mag, 2015)

The contemporary career model, on the other hand, is associated with self-development and a diversity of job positions, activities, and the objectivity of career changes that evolve over the life course. According to Arthur et al (1999), career is understood as a process consisting of various experiences that an individual gains during their life in various organisations. Therefore, career changes are in contemporary society viewed positively. Attributes such as the applicant's potential, their experience, motivation, proactivity, flexibility and adaptability play a crucial role, as well as their education, especially in achieving success in life. The higher an individual's education is, the higher his chances for employment are, as they are perceived as a professionally qualified candidate for a certain job and, therefore, meet the demands of modern society (Idris et al, 2012, pp. 443-450). As the organisations' demands are very high, an individual is more responsible for their personal and career development. Companies are less likely to offer career positions that would guarantee a life-long career security for an individual (Teece et al, 1997, pp. 509-533). Due to the highly competitive business environment, workers face

the risk of losing their jobs and the chances for vertical mobility within the organisation they work in are much more lower, compared to the traditional career model (Arthur and Rousseau, 1996, pp. 3-20). Interorganisational mobility, on the other hand, is becoming a trend in the modern career concept (Arthur et al, 1999).

As already mentioned, the contemporary career model is associated with a high use of electronic communication, enabling people to work from home or easily maintain communication across national borders, which increases the opportunities of getting a job abroad. However, this results in an increased electronic dependence of employees on their companies and often leads to information overload and overwork (Greenhaus and Kossek, 2014).



Image: (Kosuki, no date)



Research on existing tools and services

In order to become thoroughly acquainted with existing tools and services that help working professionals with their career changes, primary and secondary research was conducted by the author. The aim of this research was to focus on the user experience of career changers with existing services and analyse their advantages and disadvantages to identify opportunities for the design solution that will be implemented.

Job searching and networking services

Online tools providing job searching and network building features are particularly useful in finding jobs and connecting individuals based on their skills and preferences. One of the most common services that is used for this purpose is LinkedIn, however, it does not provide any specific guidance that would facilitate the preparation process for a future profession. During the primary research, the author noticed that such tools often fail in labelling certain skills and thus fail in connecting an individual with potential job offers. Even though the individual might possess the skills that are required for a certain position, the job searching tools would fail showing them due to the small differences in labelling. This major problem negatively affects the whole user experience.

Image: (Bolovtsova, no date)

Social media

Social media became a powerful recruitment tool used to find job opportunities across the whole labour market. According to the survey results of Agency Central (Keleher, 2020), 94% of employers use social media to research job candidates nowadays. Instagram represents a powerful tool in hiring candidates aged from eighteen to twenty-four years old as it is well-known for its strong Gen Z user base (Chen, 2020). Facebook provides several communities and groups related to job searching, however, the primary research (Appendix Two, 2021) conducted by the author proved that the high number of posts and the difficulty of using the search feature contribute to the devaluation of the overall user experience when it comes to job searching. As Interviewee One (2021) explained during an interview with the author: "The majority of job related posts on Facebook did not contain a job offer that I was skilled for and the platform did not allow me to filter them".

Career advisory services

Career advisory services provide support and guidance to anyone who needs help with realising their knowledge and skills as well as feedback on their resume. The services often use personality tests to examine what type of career an individual is suitable for based on their personality traits. Even though the services might be very useful for exploring an individual's true potential, they do not guarantee a successful outcome. To ensure proper assistance to job searchers, it is desirable that the career counsellor is qualified, otherwise the results can be very disadvantageous to the individual (Reddy, no date). Another disadvantage is that these services often fail to provide an individual with a proper training program in order to ensure their employability, due to the low budget and short time that is devoted to each job searcher (Akers, no date).

Several tools that may be useful in helping individuals search for jobs or build networks were explored, however, none of them guides them step by step through the whole process of transitioning from one career to another. A single service supporting the career changers on their way to obtaining a new career while providing a more personalised user experience is required, in order to facilitate the whole process.

07 Discussion

Evaluating the impacts of pandemic on career changers

As per a research study by Enworld (2020), "70% of respondents indicated a change in their attitude toward career and job changes" in the Covid-19 crisis. "70% of respondents voluntarily started looking for a new job after the Covid-19 outbreak while 24% have done so involuntarily" (Enworld, 2020). According to the statistics, people deal with insecurities regarding their employment which results in increased motivation for individual skill development.

However, the data results from the primary survey conducted by the author (Appendix One, 2021) highlight that 61% of respondents, who stated that they were planning to change careers due to pandemic, do not know what they are looking for in their new career. This data analysis led the author to form a hypothesis that since they do not

know the direction they want to take, they cannot evaluate what skills they will need to develop to obtain a new job. That hypothesis may lead us to a question:

How can design help career changers realise their wants and needs when it comes to their future career?

A forty-nine-year-old male interviewee (Interviewee One, 2021), who recently experienced a job lost, supported my research with a statement that needs to be taken into consideration. When asking him whether he had a clear picture of what steps he needed to take to find a new job in these difficult times, he stated: "I'm in a stage where I don't even know what options I have. The current era doesn't provide

workers with many possibilities". He explained that, as coronavirus measures continue to change, his uncertainty and despair that he will be able to find a new job have increased.



Fig 3: Graph displaying the percentage of career change planners who do not know what they are looking for in their new career

“I'm in a stage where I don't even know what options I have. The current era doesn't provide workers with many possibilities.”
- Interviewee One (2021)

This is supported by data gathered from primary research (Appendix One, 2021) where 78% of participants who involuntarily lost their jobs admitted that they experienced feelings of anxiety, depression or desperation. The analysis helped the author form another question that needs to be answered in order to improve the user experience of career seekers:

How can design help career changers feel more secure about their future and realise their career options?



Fig 4: Graph displaying the percentage of participants who experienced feelings of anxiety, depression or desperation due to their involuntary career loss

While it may look like the negative effects of pandemic are having catastrophic impacts on the lives of many individuals, there is also a bright side to the situation. Zikic and Richardson (2007, pp. 58–73) argue that, while initially perceived as a negative experience, an involuntary job loss may result in many valuable career change opportunities. An insight gained from Interviewee Four (2021), who said that the job loss he experienced in the past led him to change a career and become self-employed which in the end increased his happiness in both work and personal life, supports this statement. Nevertheless, data gathered from the primary survey (Appendix One, 2021) highlight that only 39% of respondents who stated that they have considered a career change due to the impacts of pandemic were slightly convinced or highly convinced that it would have a positive effect on their current lives. When asking the rest of the participants as to why they did not feel convinced, the issues related to financial insecurities, the fear of the unknown and the lack of experiences and skills in the particular field were uncovered. This discovery would lead the author to believe that, despite the interest of many people to make a career change, a high

percentage of them would not feel certain about their decision due to their underqualification for a certain position or lack of conviction in a better future. The author will take this finding as an opportunity to improve the user experience while trying to answer this question:

How can design ensure that people perceive a career change as an opportunity for self-development and happier life?

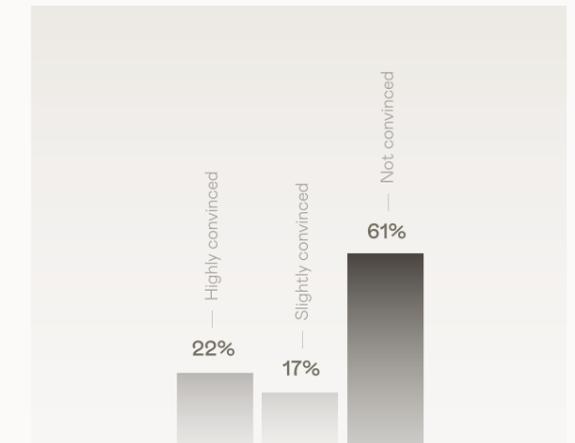


Fig 5: Graph displaying the respondents' conviction about the positive effect that their potential career change might have on their lives

A closer look at Midlife Individuals

In recent years, varying interpretations of midlife have been formed which has a noticeable impact on the way it is examined. Levinson (1996) describes midlife as a stage of life between ages of forty to sixty-five which is associated with working life prolongations and changes in perceiving career life in general, which often results in career change needs in those individuals. However, during these transitions, many psychological and physical changes occur. Within this study, midlife was defined as a period of life between thirty-five to fifty years of age. Secondary research was conducted as well as three interviews with individuals from that age range, in order to get insights from this demographic and examine the challenges they face.

One of the obstacles that midlife career changers face is the contemporary society's requirement of adaptability to modern trends. The use of technology represents one of them.

Bradford (2018) states that, due to the digitalisation of the modern era, many midlife job seekers may be highly disadvantaged when applying for a job only because they are the generation who did not grow up with technology. However, MidlifeAdvisor Team (2019) contradicts Bradford's statement and argues that the wisdom, skills and experiences gained throughout the midlife career changers' lives give those individuals an equal fighting chance. During an interview with Interviewee Three (2021), the author of this report gained a valuable insight into her experience with her current career seeking experience. She explained that during her job searching, she never applies for jobs that require an extensive knowledge of computer software as she believes that her chances for getting the job would automatically be very low due to the competitive market full of young job seekers. This led the author to believe that some midlife individuals might be losing their chances for career change opportunities due to their low confidence in themselves and the fear of loss.



Image: (Krukov, no date)

The pandemic made career transitions even more complicated for midlife individuals as new ways of working and training were adapted and the work life was transferred into the online world. Adapting to these changes may be very difficult for everyone, especially for the generation who grew up without technology.

Another challenge associated with modern society that some midlife career changers face is related to insufficient education and knowledge of foreign languages. Interviewee One (2021), who is a Czech national, explained during an interview with the author that since he grew up in a communist era, he did not learn English during his youth as English was not taught in public schools. Since his generation was not led to learn this language, he now has difficulties finding a new career, as this ability has in the meantime become desirable and common to have.

The research findings will be highly considered during the development stage of the design solution.

A closer look at Gen Z

This study is primarily focusing on individuals between ages eighteen to twenty-four who are also known as 'Generation Z'.

The massive changes in functionality of some industries that have been negatively impacted by pandemic resulted in many young people's career plans and expectations adjustments (Perna, 2020). This information was backed by insights gained from Polakova (2021), a twenty-two-year-old university student who admitted changing her perception of her future career: "I've reconsidered my future plans as I've realised that I wouldn't be able to start my own business in hospitality anytime soon". Her dream was to open a small hummus bistro with the help of her friend, however, their savings were used as a life security in the times of pandemic.

The outbreak of Covid-19 has brought many limitations to the world of work that impacted Gen Z in deciding where they want to search for

job opportunities. Per a research study by Tallo (2020) "Forty percent of Gen Z respondents reported that the pandemic has made them less inclined to find a job outside of their hometown." This limitation drastically narrows down the Gen Z's options for career development and the self-growth associated with it.

Another problem that Gen Z needs to face is related to the increase of negative emotions that pandemic caused. 56% of the primary survey (Appendix One, 2021) respondents who fell into the age group chosen for this study admitted that they had coped with fear of their future career life since the outbreak of pandemic. The similarities between patterns that emerged were related to feelings of loneliness and not having anyone to turn to when it came to their future career decisions. This led the author to ask:

How might design help Gen Z career seekers feel supported and facilitate the decision-making process regarding their future career for them?

Image: (Piacquadio, no date)

"I've reconsidered my future plans as I've realised that I wouldn't be able to start my own business in hospitality anytime soon."

- Polakova (2021)

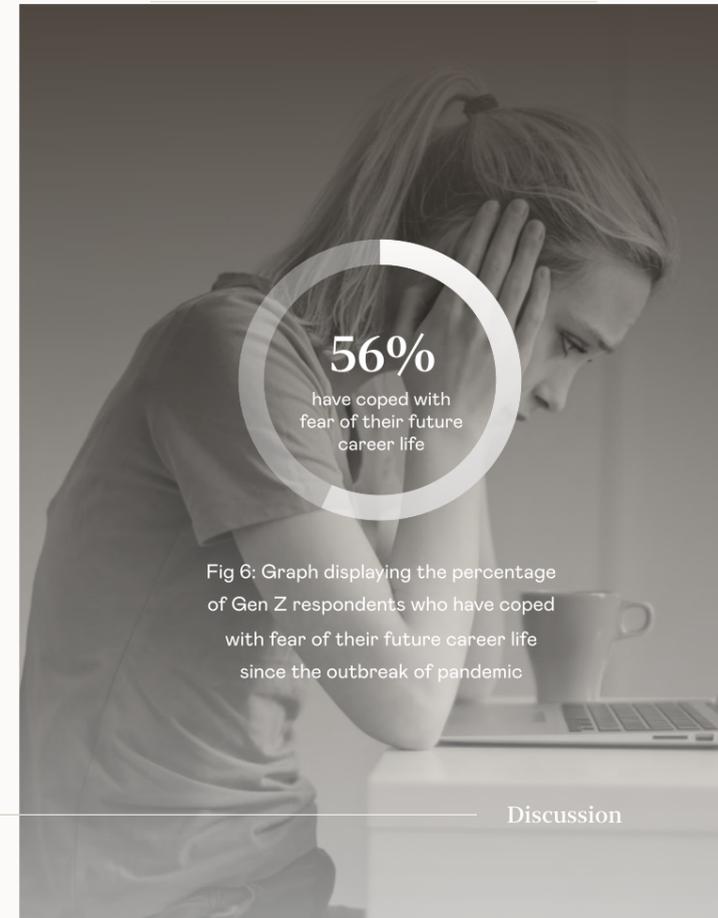


Fig 6: Graph displaying the percentage of Gen Z respondents who have coped with fear of their future career life since the outbreak of pandemic

User Personas

The interviews conducted by the author of this report helped identify two personas that represent different types of career changers that need to be considered. Both of these types of career changers are looking for an easy step-by-step process that would facilitate the process of the career transition for them.



The Direction Searcher

A career changer who does not know what field they want to work in in future. This individual is looking for an easy way to find a field of interest when it comes to the future career based on their current skills and attributes and past experiences.



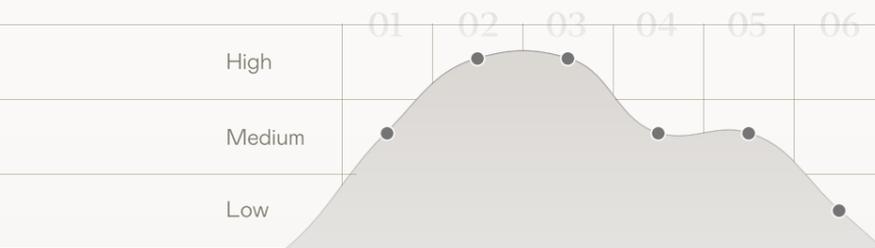
The Targeted Job Seeker

A career changer who knows what field they want to work in in future and is aiming to develop new or their current skills in order to find a new career.

User Journey Map

Based on the similarities between individual interviews, the author identified emerging patterns and created a user journey map consisting of stages that individuals go through while changing careers.

The table below displays the data that were recorded during interviews (Appendix Two, 2021) and ethnographic research and shows the stress levels encountered by the career changers during each of the stages. The table proves that the process of absorption and the research and decision making stage are the most stressful ones as the individuals deal with many insecurities regarding their independent life.



01 The Problem

A problem in the individual's current job or the circumstances cause the individual to lose or decide to quit their career.

02 The Process of Absorption

Some interviewees described feelings of confusion, insecurity, panic or even desperation while undergoing the process of realisation of their career loss, especially those who lost their jobs involuntarily. One participant mentioned seeking mental help from a professional.

04 Job Searching and Evaluation

During this stage, an individual is searching for job offers. Interviewees mentioned using several job searching tools as well as network building platforms. Four interviewees also used the word-of-mouth method to higher their chances of getting a job through a network of people around them. For most of the participants, this was a very time-consuming process as they had to consider all factors that would meet their needs for a new career. Five out of six interviewees stated they were looking for jobs that were consistent with their values.

03 Research and Decision Making

The process of researching a new career direction was undertaken especially by those who did not have a clear vision of what field they wanted to work in. Some of them mentioned using secondary sources of information that helped them choose a career direction, as well as the advices provided by others.

05 Preparation and Self-Development

Once an individual chooses jobs they are going to apply for, the stage of preparation and self-development follows. During this stage, a career changer creates their resume and focuses on improving their skills in order to meet all requirements and succeed during an interview. Four interviewees mentioned the lack of confidence they had to deal with while talking about their strengths and weaknesses, achievements and past experiences.

06 Obtaining a Job

During the last stage of the user journey, a career changer obtains the job that meets their needs. However, three participants went through more than three interviews before getting a job and thus had to repeat some stages of the journey more than once.

Themes

Several themes emerged from the primary research conducted by the author and will serve as a guidance during the next stage of the design process.

The experience of career changers is always challenging

Three interviewees had undergone more than one career change and explained that every time it was a challenging experience. However, all of them stated they always needed help and support from other people, whether it was their family, friends or a professional mentor. Vejevodova (2021) mentioned that before her career transition, she was aiming to connect with someone who already worked in the field of her choice, in order to learn from their experience with career change. The findings prove that an assistive device program that would guide repeated career transitioners throughout their journey might help improve their experience.

Pandemic has a negative impact on people's future career prospects

All interviewees proved that pandemic brought many challenges into their lives when it comes to career life and aspects associated with it. The analysis of research results conducted by the author of this report proved that people experience an increase of anxiety, depression or desperation when it comes to their future visions. Pekarkova (2021) proved that it has a huge impact on her motivation to make the first step towards a career change as she fears the potential loss of what she is already used to and its possible replacement by something even worse.

Emotional support of others plays an important role

The survey (Appendix One, 2021) conducted proved that many Gen-Z career seekers do not have anyone who would support them emotionally

in their process of searching for a career. In these times of health crisis and social isolation, many people in their network face the same challenge and no one can give them a clear direction that they could rely on. Many of them mentioned wishes for empathy and hope that the problems they encounter can be overcome.

Existing online services are not for everyone

The research findings uncovered that existing online services providing network building and job searching opportunities require many improvements, in order to ensure a successful user experience. In addition to that, older generations are not so comfortable using technology. The needs and frustrations that emerged from the experiences from different demographics will be highly considered during the development process, in order to ensure a delivery of a successful prototype that is easy to use and suitable for everyone.

Career change is perceived positively once individuals reflect on it

Even though three interviewees said that they perceived the process of career transition negatively from the beginning, all of them also admitted that over time, they also uncovered the positive consequences it had on their lives and started perceiving it as a common life challenge. This demonstrates their capability of self-development and ability to adapt quickly. One interviewee explained that one of the most difficult stages of the whole process of career change was to make the decision of leaving her previous career (Vejevodova, 2021). As previously mentioned in the research study by the author of this report, this may be due to their low self-confidence in their skills or abilities or low conviction that it is a change for better.



Image: (Shvets, no date)

The Future of Work

According to Grainger in *What can the G20 do: The future of work in the post pandemic world* (Global Solutions Initiative, no date, 00:02:04), the pandemic has drastically accelerated the increasing instability which was characteristic of the era before. He states that along with the social and economic changes that pandemic brought into the world of work, there is a large number of big companies disappearing which will have a noticeable impact on the nature of employment. Aneja (Global Solutions Initiative, no date, 00:05:06) states that an ability to keep up with the new global demands and to develop new skills will be essential for future career seekers.

However, there will also be many changes in the way that people reskill themselves due to the digitalisation of the world of work. As per a research study by McKinsey Global Institute (2020), the health crisis significantly accelerated the adoption of AI-driven technologies which resulted in the emergence of new trends that

enable contactless interactions and facilitate social distancing. 85% of companies reported they have accelerated the implementation of digitalisation such as e-commerce and videoconferencing (McKinsey Global Institute, 2020). Many executives said they are considering to remain remote after the pandemic and allow their employees to work remotely part of the time, especially those from sectors such as technology, finance and management (McKinsey Global Institute, 2020). The transition of some sectors to remote work will significantly affect the ways of hiring and training new employees which may represent a problem for career changers of older demographic groups who are not as comfortable using technology as the younger ones.

A service that would facilitate the process of gaining new skills by providing options of the best possible way of doing this needs to be implemented, in order to improve the user experience of career changers.

Image: (Cottonbro, no date)

08 Conclusion

The analysis of research conducted by the author was used to identify user needs. The challenges that career changers face are related to identifying the direction for their future career as well as specific jobs that match their skills and abilities. When focusing on user needs, the author identified a need for emotional support as well guidance throughout the whole career transition process. The research also uncovered the lack of positivity in people's perceptions of their future career and the belief in themselves when it comes to applying for jobs. The existence of a service that would solve these pain points was not found in the current market.

Reframed question

How could design be used to ensure an easy and successful career transition and support career changers throughout their journey while providing a more personalised user experience?

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