

Follow the Story:

Discovery & Vocational Themes Drive Customized Job Development



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Hopefully not us today?!?!?

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Organizational Business Engagement

Questions:

- How is Job Development done now?
- What's working?
- What's Not?
- Ideas for Change?

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Pivoting from Discovery to Customized Job Development

Storytelling

Don't Be a Stranger

Do not Compete

Know your ABCs

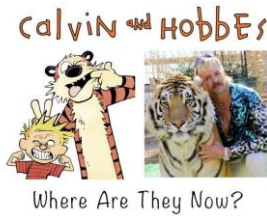
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Discovery & Customized Employment

1. What is the Story?
2. Tell the Story Better!



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The Story

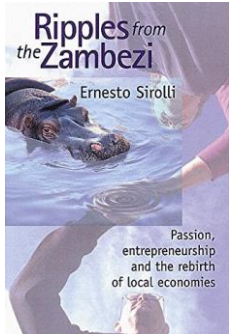
"A story is about significant events and memorable moments, not about time passing."

-Daniel Kahneman

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The Story

"It is no use telling people,
you have to show them.
And you can only show something,
when you have done it.
To do it, you have to take risks..."

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The Story

- Stories are not Static; they are Alive and provide guidance for Job Development—Asset, Capacity, Competency, Capability Based.
- Stories are Not The Sum Total of Skills, Tasks, Attributes, or Interests ... These make the Story Stronger
- Stories Connect Human Beings through something *Shared or In Common*; Will someone *Identify/Relate*?
- Stories will be part of the "Ask," so they must be Coherent, Robust, and Make Sense to those Asked (Scrutinize the Evidence!)—They Must also be Compelling!
- "A Person is like a Deck of Cards." – Errol Morris

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Storyboard/Portfolio Activity

Develop a draft storyboard for your own personal portfolio that highlights your skills and talents. Consider possible images—and supporting brief and descriptive narrative—that could be used during a planned presentation and discussion regarding one of three possibilities:

- 1) A job proposal to a targeted hypothetical (or real) business regarding a narrow/specific set of skills you possess (example: grant writer; carpenter; welder; sous chef, etc.).
- 2) A presentation that you would present and discuss during a "reverse job fair" that highlights your diverse set of skills and talents to a variety of potential businesses.
- 3) A presentation for a specific business idea, highlighting the product or service you propose to offer, the skills used to offer these products or services, why this business makes sense for you, and why customers should use your business.

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Tom Kohler Chatham-Savannah Citizen Advocacy

- **Citizen Advocacy:** "A citizen volunteer representing, *as if they were his own*, the interests of a citizen who has unmet needs and whose needs are likely to remain unmet without intervention."

-W. Wolfensberger

- **"The Answer to How is Always Who."**

-Tom Kohler



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First 3 Jobs?

- **Type in Your First 3 Jobs:**
 - How did you get them?
 - How were you trained?
 - What did you learn from your experiences?

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What We Know: The Need for R & R

- **Resources:** Identify and Map the "Value-Added Something" that creates quality jobs. This can be Human, Physical, Financial, or Social Capital...
- **Relationships:** Networks or any other name for Social Capital. Definition of Social Capital, from *Bowling Alone* by Robert Putnam:
"Connections among individuals--social networks and the norms of reciprocity and trustworthiness that arise from them..." Probably the most powerful tool.
- **Active Employer Council, Community Action Team, & community action teams:** Intentional approaches organizations and Teams must take to address the marginalization of the employment-seeker and the employment agency.
- **Discovery Team (c.a.t.) becomes Job Development Team:** Relationships are at a Premium during Job Development—create this expectation during Discovery as a way to keep the Eye on the Prize!

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Identifying and Building Social Capital

Immediate Actions: Relationship/Economic Capital Mapping; Joining Community Organizations; Refuse to do CE Job Development Alone; Enlist Business Owners as Partners & Tell Success Stories!

Intermediate Actions: Organizational commitment (CEOs, Board, Vendor Ledger); Building AECs & CATs; Enlist Business Owners as Partners & Tell Success Stories!

Long-Term Actions: Building a referral/relationship database; Get Existing Community Organizations Engaged in the Work; Enlist Business Owners as Partners & Tell Success Stories!

What are You Doing Now? What Else Can Be Done?
Cold-Calling must always be the last option.

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Identifying and Building Social Capital



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Job Develop Up the Supply Chain



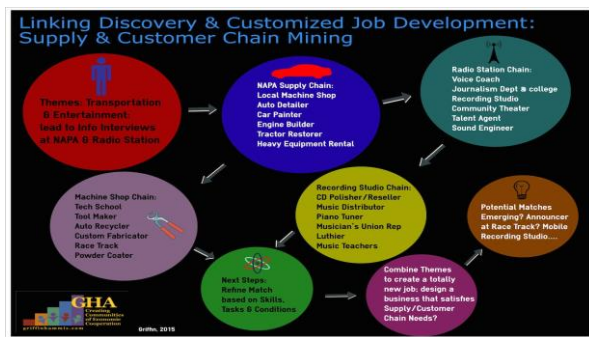
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Supporting employment consultants in their work with job seekers: A longitudinal study

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Abstract
BACKGROUND: A key step for increasing the employment outcomes of job seekers with disabilities includes ensuring that employment consultants who assist them have the tools to succeed, including feedback about how they are performing.
OBJECTIVE: Supporting employment consultants in their work with job seekers by providing feedback about the implementation of the support strategies recommended in the literature.
METHODS: Sixty-one employment consultants completed a daily survey for one year, on their smartphones.
RESULTS: Providing supports that lead to hire represented 30% of the employment consultants' work time. When providing supports that lead to hire, most of the primary interactions (69%) with job seekers (69%), followed by business personnel (13%), and families or acquaintances (6%). Secondary interactions represented another 17% of time with business personnel and 8% with families or acquaintances. The largest share of supports leading to hire were provided in the offices of the employment consultants (41%).
CONCLUSION: Employment consultants should be supported in investing a larger share of time in supports that lead to hire, increasing involvement of family members and business personnel, and providing supports in typical community settings, rather than in their offices.

Keywords: Employment, job seekers, intellectual disabilities, work, support professionals, knowledge translation

1. Introduction

The employment rate of people with intellectual and developmental disabilities in the United States

Moreover, funding has been established to operate employment programs specialized in supporting job seekers with disabilities (APSL, 2014; Center for Medicare and Medicaid Services, 2014; Domin &

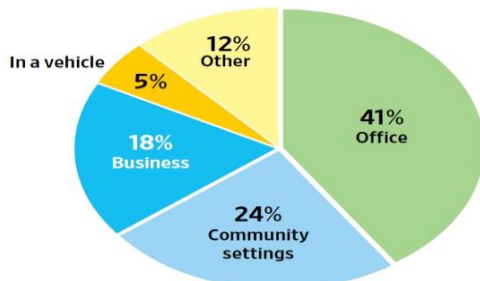
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Figure 1. Primary support activities



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Figure 2. Settings for supports leading to hire



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You Must Talk to Strangers!!!



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HARVARD BUSINESS SCHOOL ABOUT FACULTY & RESEARCH MBA DOCTORAL EXECUTIVE EDUCATION ALUMNI

ALUMNI RELATED SITES: BULLETIN CLUBS

CAREER DEVELOPMENT REUNIONS TRAVEL EVENTS BOARDS & VOLUNTEERS GIVING TO HBS FAQS

Career Programs
HBS Alumni Job Board

Job Search Toolkit
Self Assessment
Research Tools
Resumes & Letters
Letters of Employment
Interviewing
Networking
Negotiating
Alumni in Transition
Other Resources
Tutorials
Reciprocity Agreements

Career Development

Networking
Networking is a way to develop relationships that help you gain insight into an industry, a company, or a career path. Given that 65 to 85 percent of jobs are found through networking, it should be the focus of about 80 percent of your allotted search time.

Below is a step-by-step guide to successful networking.

- Access the HBS Network
- Target Contacts and Companies
- Develop Your Positioning Statement
- Make Contact
- Meet
- Followup

LEFA Login
LEFA
lefa@hbs1967.hbs.edu
Password
Forgot your password? **LOGIN**

Alumni Directory
Name
Go

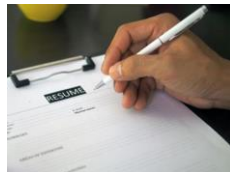
Be Found!
Keep your profile up-to-date. Share your story, interests, and past employment.
BROWSE DIRECTORY

MAKE A GIFT

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Competition and Comparison

- What is the Purpose of Traditional Job Development Strategies (Assessments/Evals, Resume Development, Interview Practice, Job Openings, Applications, Interviews)?
- Who Benefits?
- Why Might this be a Problem for Employment-Seekers with Complex Lives?



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ROBOT INDEMNITY

Companies are on the hook if their hiring algorithms are biased

By Dave Gershgorn • October 22, 2018

After an audit of the algorithm, the resume screening company found that the algorithm found two factors to be most indicative of job performance: their name was Jared, and whether they played high school lacrosse. Girouard's client did not use the tool.

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Just another day at United Airlines?



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CA: Small Businesses

2019 Small Business Profile

U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF ADVOCACY

REGULATION • RESEARCH • OUTREACH

California

4.0 million
99.8% Small Businesses
of California Businesses

7.1 million
48.8% Small Business Employees
of California Employees



EMPLOYMENT
249,508
net new jobs



DIVERSITY
2.1 million
minority-owned
business employees



TRADE
69,387
small business
exporters

Overall California Economy

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Small Business Profile

Advocacy: the voice of small business in government

California

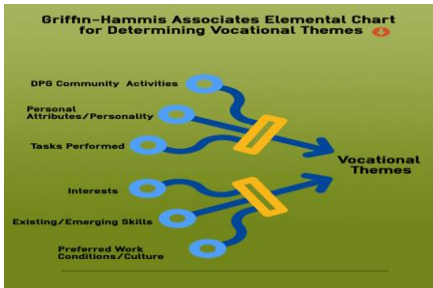
3,622,304 Small Businesses
696,239 Small Businesses with Employees
2,926,065 Small Businesses without Employees (Nonemployers)
6,471,608 Workers Employed by Small Businesses

80.78% Non-employer Businesses

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Stage Six: Job/Business Development Plan

Note that in many States this Stage is not funded under Discovery/Assessment. This Stage instead signals the beginning of the Job Development and/or Career Planning Milestone.

List of Twenty Places where people with similar Vocational Themes Work:

Theme 1:	Theme 2:	Theme 3:
1. _____	1. _____	1. _____
2. _____	2. _____	2. _____
3. _____	3. _____	3. _____
4. _____	4. _____	4. _____
5. _____	5. _____	5. _____
6. _____	6. _____	6. _____
7. _____	7. _____	7. _____
8. _____	8. _____	8. _____
9. _____	9. _____	9. _____
10. _____	10. _____	10. _____
11. _____	11. _____	11. _____
12. _____	12. _____	12. _____
13. _____	13. _____	13. _____
14. _____	14. _____	14. _____
15. _____	15. _____	15. _____
16. _____	16. _____	16. _____
17. _____	17. _____	17. _____
18. _____	18. _____	18. _____
19. _____	19. _____	19. _____
20. _____	20. _____	20. _____

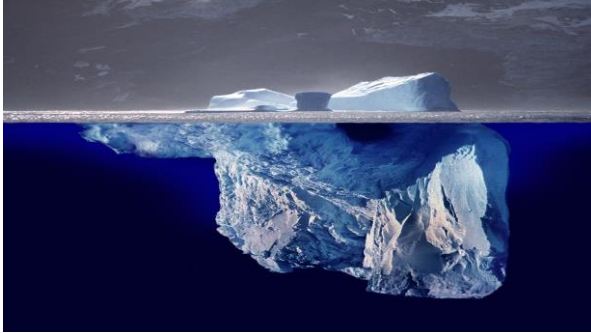
Note: Create representational portfolios, picture books, resumes, and other tools for job development as needed.

Person responsible: _____

By what date: _____ Date completed: _____

Describe the job development tool (attach or submit with this DSR): _____

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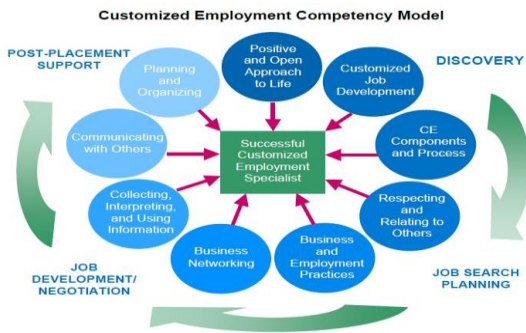
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What does Working at Full-Potential look like?
??????????



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CE Job Development Flow

Meeting of the Minds/Biz Engagement Planning

Implementation of Action Plan

Informal Negotiations

Formal Negotiations

After Agreement to Hire, but Before Day 1

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Employment Planning (Get Together)

- Who? Where? When? Virtual? In-Person? A Short-Series of Meetings?
- Decide How it Will Be Run.
- Prepare with What's Been Learned (With Evidence): Vocational Profile, Descriptive Paragraph, and Imagery.
- Tasks, Skills, Interests, Conditions/Culture, Personal Attributes.
- Prepare the Pitch!
- Businesses to Contact and Action Plan
- Disclosure?



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Follow the Story: Informational Interviews

- First Use: (Asking for Advice from someone with a similar Theme) Skills/Theme refinement, Interest Check, Work Experience Development, Training Strategies, Assistive Technology Ideas
- Second Use: (Proposal/Discussion/Negotiation to create value through Employment) Career Planning, Customized Job Development, Business Idea Development, Resource Ownership

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Reflection/Q&A/Discussion

Thank You! & Assignment