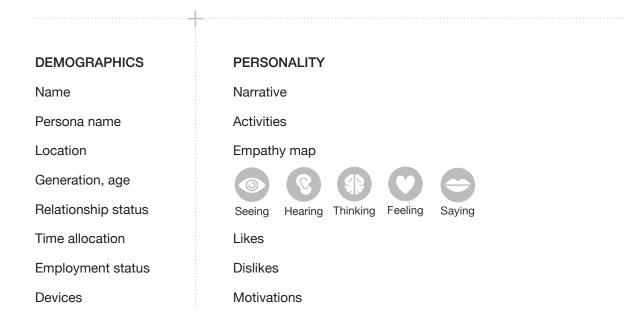


Insight and inspiration for the people we represent.





Houston, TX Gen Z, 21 Single

• • • •

Time allocation **School 60%, Home 40%**

Employment status Looking for 1st job

Primary device **Phone**

BROOKLYN MENSIA SHINY NEW PROFESSIONAL

Brooklyn recently graduated and she is looking for her first job. She has project work, but no work experience. She's excited about the future but anxious about interviewing since she's never really done it before. She's having a hard time finding a foot hold into the industry, as there are not a lot of entry level jobs. She's willing to put in the extra time to gain the right skills, but she really needs someone to take a chance on her. Ideally, her first opportunity would be in the field she studied and align with her values around diversity and equal opportunity.

ACTIVITIES



Working on resume and portfolio



Applying for jobs



Networking at developer meetups and with College alumni



Absorbing professional development content, on any device, site or place

EMPATHY MAP



Barriers based on lack of experience



What's your experience? Can I see your work?



Who's hiring? For what skills? Hire me!



Excitement and anxiety around finding a job



Here's my resume, what I'm working on, I'm ready!

Likes Guidance and potential for gaining experience

Dislikes Interviewing and being passed over

MOTIVATIONS

Be Debt Free Get a job in field of study and pay off student loans

Future Proof Career Find mentoring and/or training to develop all the skills necessary for a successful career

#Diversity Find a company and culture that aligns with my personal values



Mclean, VA Gen X, 43 Married

• • • •

Time allocation Work 60%, Home 40%

Employment status Find 1st job in new industry

Primary devices Phone and laptop

JOSH MAIDEN CAREER CHANGER

Josh recently graduated from a digital strategy bootcamp. He is not new to the workforce, but he is looking to level-up his career with a job that is interesting and engaging. He knows he wants a career that supports his lifestyle, and is building out his portfolio with pro-bono projects to show off his new skills. Aware that he is competing with a younger set, he leverages his existing professional skills and network to find inroads into his new field.

ACTIVITIES



Working on personal and professional development projects



Networking and showing work



Meetups and local events – preferrably free



Absorbing professional development content via podcasts, webinars, editorial, etc.

EMPATHY MAP



Younger competition getting jobs with translatable skils



How does your experience translate? Can I see your work?



I'm not new, I know who I am and know what I want



Scared, excited, anxious, and hungry



I have skills to bring to the table

Likes Participating in new and interesting work

Dislikes Not having enough experience in the industry

MOTIVATIONS

Mo' Money Find a job with a competitve salary and benefits

#WorkWithPurpose Use new and former skills to transition into a new career that has meaning

A New Work Day Find a new professional community that fits lifestyle





Austin, TX Millenial, 36 Married, 1 Kid

. . . .

Time allocation WFH 30%, Onsite 20%

Employment status Find next 1-12 month project

Primary devices Phone and laptop

GIG CONTRACTOR Macy is thinking about completing this gig and

MACY BARNES

finding the next. A contractor's day is never done. There are invoices to collect, bills to be paid, emails to send, relationships to build and projects to complete. She's constantly tapping her network but occasionaly still checks the job boards. Ideally, she'd like a long-term contract that keeps her skills sharp but doesn't require a full-time schedule. Contracting offers flexibility and autonomy but it's also hard, so she might give it up if the trade-off is worth it.

ACTIVITIES



Building leads at conferences, events, lectures, parties!

Updating website and LinkedIn profile



Cross-posting and promoting brand and work

Managing billing, taxes and health insurance

EMPATHY MAP



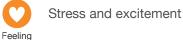
No incoming or unpaid invoices



Are you available? What's your rate? Do you know anyone?



What are the requirements? Is it a good time investment?





What's your project, budget and timeline?

Likes Great reviews and referrals

Dislikes Chasing invoices and leads

MOTIVATIONS

Freedom & Flexibility Money = time + freedom. Keep finances. health and life balanced

#FromTheEdge Proud of the services provided. Let's referrals and reputation speak for her

Change or Die Keep skills sharp with rotating jobs and contracts. Variety keeps you fresh







Atlanta, GA Millenial, 38 Married, 3 Kids

• • • •

Time allocation Work 60%, Home 40%

Employment status Moves for upward mobility

Primary devices Phone and laptop

MARCUS JONES CAREER STRATEGIST

Marcus is looking to challenge himself and move forward in life, he feels satisfaction when overcoming obstacles. By stepping up to shoulder responsibility, he has attained promotions, and the pay that goes with it. With a background in engineering and a propensity for strategy, he has made a name for himself leading great technical teams. Building on key relationships has been an integral part of expanding his professional domain. He takes pride in his work and legacy. He'll make a move when the opportunity is right.

ACTIVITIES



Taking extra projects to move ahead



Seeking mentoring tips and career strategies

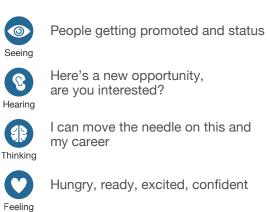


Gaining knowledge through relationships, podcasts and articles



Attending high level networking events

EMPATHY MAP





I want the responsibility, title and the pay

Likes Better title and better pay

Dislikes Stagnation or demotion

MOTIVATIONS

How to be a C Increase responsibilities and be rewarded with a change in title, status and pay

Winning Power positions that provides a level of comfort and lifestyle

#Legacy Be a mentor, leader and leave a legacy in the business world and at home





Boston, MA Boomer, 56 Married, 2 Kids

• • • •

Time allocation Work 40%, Home 60%

Employment status Staying unless something dramatic happens

Primary device Laptop

REY PATEL POTTED PLANT

Rey is settled in his job and in life, it would take something dramatic to uproot him. Maintaining his position and professional viability is important to his personal responsibilities, family and finance. He is concerned about keeping his skill sets competitive to maintain his value to the company. Ageism is a real thing and keeping his languages and projects up to date is important. Not into long nights or extra hours, he's looking to get in, work hard and go home.

ACTIVITIES



Attends offered or required trainings



Meets deadlines and requirements



Time and money management are an important requirement for home life

Tracking work trends via news and editorials

EMPATHY MAP



Office politics, older employees getting pinkslips and not promotions



We know we can count on you



I want job security without stressing



Fierce competition and anxiety about skills staying viable



I know my stuff and how to deal with legacy issues

Likes Stability, job training, and great benefits

Dislikes Becoming obsolete, changing leadership

MOTIVATIONS

#Predictability Work in a professional and timely manner to maintain work/life balance

Meaningful Contribution Do work that is interesting and provides opportunities to sharpen viable skills

Kids and Retirement Make sure there's enough money in the bank for the family and retirement





Chicago, IL Gen X, 49 Married, 2 Kids

• • • •

Time allocation On-site 40%, Remote 60%

Employment status Consultant and lead at Big Tech Company

Primary devices Tablet and laptop

HEATHER ELMAN ROCKSTAR

Heather is disrupting the industry with her unique expertise and knowledge. Work typically finds her. She values defining the industry and is a voracious contributor. She is constantly promoting her work, thinking through her blog, as well as participating in extensive speaking engagements and events. At the top of her game, she is a mentor, thought leader and influencer. She often consults to 'Big Tech' when not on book signing tours and keynote speaker engagements. Too much to do in too little time.

ACTIVITIES



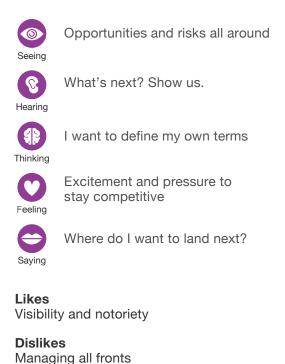
Posting personal brand and thought leadership pieces



Active and galvanizing member of their industry and professional community

Blogging, speaking, advising, judging, consulting, teaching, mentoring

EMPATHY MAP



MOTIVATIONS

Valued Contributor Maintains flexibility and freedom by providing specialized disruptive expertise

#ThoughtLeadership Never bored: shifts industry paradigms through blogs, posts, podcasts, etc.

Special Engagements Highly visible. Is sought after for industry expertise, opinions, lectures, discussions etc.





Los Angeles, CA Millenial, 34 In a Relationship

••••

Time allocation **Remote 98%**

Employment status Changes jobs frequently

Primary devices Phone and laptop

JAE PARK DIGITAL NOMAD

Jae is all about finding the next beautiful place with a solid internet hotspot. He's always looking to find to other digital nomads who can share tips on where to go next and how to stay connected. He values creating his own career-work-life-paradigm. He is looking to make meaningful contributions and get the work done, while not having to give up his morning excursions. Maximizing his earnings to the cost of living wherever he might land is always a bonus.

ACTIVITIES



Finding connectivity with the latest gizmos



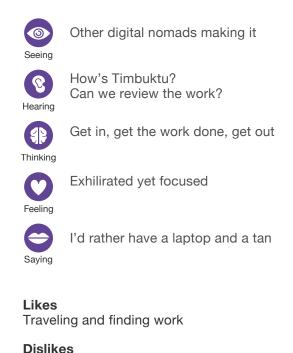


Traveling, vlogging, blogging, tweeting

Travelling across cultures and working in a constantly changing environment

Prioritizing work and personal needs

EMPATHY MAP



Cubicals, poor connectivity or income

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MOTIVATIONS

#RemoteWork Do interesting and meaningful work at the next beautiful spot and maintain cosmopoiltan life

Community and Teams Connecting with others to keeps skills sharp and who support diversity in the workplace

The Trifecta of Jobs Find a job that values autonomy, matches skills, pays well and is flexible





Houston, TX Gen Z, 21 Single

• • • •

Time allocation School 60%, Home 40% Employment status Looking for 1st job Primary device Phone

BROOKLYN MENSIA SHINY NEW PROFESSIONAL / ACTIVE SEEKER

Brooklyn recently graduated and she is looking for her first job. She has project work, but no work experience. Brooklyn's excited about the future but anxious about interviewing since she's never really done it before. She's having a hard time finding a foot hold into the industry, as there are not a lot of entry level jobs. She's willing to put in the extra time to gain the right skills, but she really needs someone to take a chance on her. Ideally, her first opportunity would be in the field she studied and align with her values around diversity and equal opportunity.

BROOKLYN MENSIA

SHINY NEW PROFESSIONAL

EMPATHY MAP



Barriers based on lack of experience



What's your experience? Can I see your work?

Hearing



Who's hiring? For what skills? Hire me!

Thinking



Excitement and anxiety around finding a job

Feeling



Here's my resume, what I'm working on, I'm ready!

Likes

Guidance and potential for gaining experience

Dislikes Interviewing and being passed over

ACTIVITIES



Working on resume and portfolio



Applying for jobs



Networking at developer meetups and with College alumni



Absorbing professional development content any device, site or place

MOTIVATIONS

Be Debt Free Get a job in field of study and pay off student loans

Future Proof Career

Find mentoring and/or training to develop all the skills necessary for a successful career

#Diversity

Find a company and culture that aligns with my personal values



Mclean, VA Gen X, 43 Married

• • • •

Time allocation Work 60%, Home 40% Employment status Find 1st job in industry Primary devices Phone and laptop



DESIGN STUDIO // CANDIATE PERSONAS

JOSH MAIDEN CAREER CHANGER / RETURNING / VETERANS

Josh recently graduated from a digital strategy bootcamp. He is not new to the workforce, but he is looking to level-up his career with a job that is interesting and engaging. He knows he wants a career that supports his lifestyle, and is building out his portfolio with pro-bono projects to show off his new skills. Aware that he is competing with a younger set, he leverages his existing professional skills and network to find inroads into his new field.

JOSH MAIDEN CAREER CHANGER

EMPATHY MAP



Younger competition getting jobs with translatable skils



How does your experience translate? Can I see your work?

Hearing



I'm not new, I know who I am and know what I want

Thinking



Scared, excited, anxious, and hungry

Feeling



I have skills to bring to the table

Likes Participating in new and interesting work

Dislikes Not having enough experience in the industry

ACTIVITIES



Working on personal and professional development projects



Networking and showing work



Meetups and local events – preferrably free



Absorbing professional development content via podcasts, webinars, editorial

MOTIVATIONS

Mo' Money Find a job with a competitve salary and benefits

#WorkWithPurpose

Use new and former skills to transition into a new career that has meaning

A New Work Day Find a new professional community that fits lifestyle



Austin, TX Millenial, 36 Married, 1 Kid

• • • •

Time allocation WFH 30%, Onsite 20% Employment status Find next 1-12 mo project Primary devices Phone and laptop



DESIGN STUDIO // CANDIATE PERSONAS

MACY BARNES GIG CONTRACTOR

Macy is thinking about completing this gig and finding the next. A contractor's day is never done. There are invoices to collect, bills to be paid, emails to send, relationships to build and projects to complete. She's constantly tapping her network but occasionaly still checks the job boards. Ideally, she'd like a long-term contract that keeps her skills sharp but doesn't require a full-time schedule. Contracting offers flexibility and autonomy but it's also hard, so she might give it up if the trade-off is worth it.

MACY BARNES GIG CONTRACTOR

EMPATHY MAP



No incoming or unpaid invoices

Seeing



Are you available? What's your rate? Do you know anyone?

Hearing



What are the requirements? Is it a good time investment?

Thinking



Stress and excitement

Feeling



What's your project, budget and timeline?

Likes Great reviews and referrals

Dislikes Chasing invoices and leads

ACTIVITIES



Building leads at conferences, events, lectures, parties!



Updating website and LinkedIn profile



Cross-posting and promoting brand and work



Managing billing, taxes and health insurance

MOTIVATIONS

Freedom & Flexibility Money = time + freedom. Keep finances, health and life balanced

#FromTheEdge Proud of the services provided. Let's referrals and reputation speak for her

Change or Die Keep skills sharp with rotating jobs and contracts. Variety keeps you fresh



Atlanta, GA Millenial, 38 Married, 3 Kids

• • • •

Time allocation Work 60%, Home 40% Employment status Moves for upward mobility Primary devices Phone and laptop



DESIGN STUDIO // CANDIATE PERSONAS

MARCUS JONES CAREER STRATEGIST

Marcus is looking to challenge himself and move forward in life, he feels satisfaction when overcoming obstacles. By stepping up to shoulder responsibility, he has attained promotions, and the pay that goes with it. With a background in engineering and a propensity for strategy, he has made a name for himself leading great technical teams. Building on key relationships has been an integral part of expanding his professional domain. He takes pride in his work and legacy. He'll make a move when the opportunity is right.

MARCUS JONES **CAREER STRATEGIST**

FMPATHY MAP



People getting promoted and status

Seeina



Here's a new opportunity. are you interested?

Hearing



I can move the needle on this and mv career

Thinking



Hungry, ready, excited, confident

Feeling



I want the responsibility, title and the pav

Likes Better title and better pay

Dislikes Stagnation or demotion

ACTIVITIES



Taking extra projects to move ahead



Seeking mentoring tips and career strategies



Gaining knowledge through relationships, podcasts and articles



Attending high level networking events

MOTIVATIONS

How to be a C

Increase responsibilities and be rewarded with a change in title, status and pay

Winning

Power positions that provides a level of comfort and lifestyle

#Legacy Be a mentor, leader and leave a legacy in the business world and at home



Boston, MA Boomer, 56 Married, 2 Kids

• • • •

Time allocation Work 40%, Home 60% Employment status Staying unless something dramatic happens

Primary device Laptop



DESIGN STUDIO // CANDIATE PERSONAS

REY PATEL POTTED PLANT

Rey is settled in his job and in life, it would take something dramatic to uproot him. Maintaining his position and professional viability is important to his personal responsibilities, family and finance. He is concerned about keeping his skill sets competitive to maintain his value to the company. Ageism is a real thing and keeping his languages and projects up to date is important. Not into long nights or extra hours, he's looking to get in, work hard and go home.

REY PATEL POTTED PLANT

EMPATHY MAP



Office politics, older employees getting pinkslips and not promotions



We know we can count on you

Hearing



I want job security without stressing

Thinking



Fierce competition and anxiety about skills staying viable



I know my stuff and how to deal with legacy issues

Likes

Stability, job training, and great benefits

Dislikes

Becoming obsolete, changing leadership

ACTIVITIES



Attends offered or required trainings



Meets deadlines and requirements



Time and money management are an important requirement for home life



Tracking work trends via news and editorials

MOTIVATIONS

#Predictability

Work in a professional and timely manner to maintain work/life balance

Meaningful Contribution

Do work that is interesting and provides opportunities to sharpen viable skills

Kids and Retirement

Make sure there's enough money in the bank for the family and retirement



Chicago, IL Gen X, 45 Married, 2 Kids

• • • •

Time allocation Onsite 40%, Remote 60% Employment status Consultant and Lead at Big Tech Company

Primary device Tablet and laptop



DESIGN STUDIO // CANDIATE PERSONAS

HEATHER ELMAN ROCKSTAR

Margot is disrupting the industry with her unique expertise and knowledge. Work typically finds her. She values defining the industry and is a voracious contributor. She is constantly promoting her work, thinking through her blog, as well as participating in extensive speaking engagements and events. At the top of her game, she is a mentor, thought leader and influencer. She often consults to 'Big Tech' when not on book signing tours and keynote speaker engagements. Too much to do in too little time.

HEATHER ELMAN ROCKSTAR

EMPATHY MAP



Opportunities and risks all around



What's next? Show us.

Hearing



want to define my own terms

Thinking



Excitement and pressure to stay competitive

reeling



Where do I want to land next?

Likes Visibility and notoriety

Dislikes Managing all fronts

ACTIVITIES



Posting personal brand and thought leadership pieces



Active and galvanizing member of their industry and professional community



Blogging, speaking, advising, judging, consulting, teaching, mentoring

MOTIVATIONS

Valued Contributor

Maintains flexibility and freedom by providing specialized disruptive expertise

#ThoughtLeadership

Never bored: shifts industry paradigms through blogs, posts, podcasts, etc.

Special Engagements

Highly visible. Is sought after for industry expertise, opinions, lectures, discussions etc.



Los Angeles, CA Millenial, 34 In a Relationship

• • • •

Time allocation **Remote 98%** Employment status **Changes jobs frequently** Primary device **Phone and laptop**



DESIGN STUDIO // CANDIATE PERSONAS

JAE PARK DIGITAL NOMAD

Jae is all about finding the next beautiful place with a solid internet hotspot. He's always looking to find to other digital nomads who can share tips on where to go next and how to stay connected. He values creating his own career-work-life-paradigm. He is looking to make meaningful contributions and get the work done, while not having to give up his morning excursions. Maximizing his earnings to the cost of living wherever he might land is always a bonus.

JAE PARK DIGITAL NOMAD

EMPATHY MAP



Other digital nomads making it



How's Timbuktu? Can we review the work?



Hearing

Get in, get the work done, get out

Thinking



Exhilirated yet focused

Feeling



I'd rather have a laptop and a tan

Likes Traveling and finding work

Dislikes Cubicals, poor connectivity or income

ACTIVITIES



Finding connectivity with the latest gizmos



Traveling, vlogging, blogging, tweeting



Travelling across cultures and working in a constantly changing environment



Prioritizing work and personal needs

MOTIVATIONS

#RemoteWork

Do interesting and meaningful work at the next beautiful spot and maintain cosmopoiltan life

Community and Teams

Connecting with others to keeps skills sharp and who support diversity in the workplace

The Trifecta of Jobs

Find a job that values autonomy, matches skills, pays well and is flexible