

New Job Market

Continued from page 5

successful with the skills and information it gives you."

4. Restructuring of U.S. corporations

Not so long ago, the term "downsizing" was coined to describe Detroit's efforts to shrink the size of cars in response to higher gasoline prices. Now, like some unholy trinity, downsizing, mergers and restructuring describe the transformation of America's largest corporations that has resulted in millions of job losses.

According to a Michigan State University study, 94 of the nation's top 100 companies underwent restructuring between 1980 and 1986. "Since 1986, 39 of those companies have gone back and restructured again," says Eugene Jennings, a Michigan State management professor.

"Back in the '60s and '70s, I could advise my students interested in working at Ford to get into unit sales or manufacturing because those positions had the largest number of channels and were the most stable," he says. "But today, you could be on first base one day, no base the next day."

Jennings doesn't see a return to a more stable era, either. "Forget about the days when you could work hard, get brownie points and

expect upward mobility in a predictable job environment. It's not predictable and it could be that way for some time."

Large organizations are collapsing the number of managerial layers, says Joseph Coates, a futurist and policy consultant. Where there used to be 12 rungs, perhaps there are only seven, he says. More corporations are cutting back on what have been traditionally staff functions, from the design shop to the company cafeteria.

Given these changes, expecting to move up the ladder no longer make sense. For people who stay with their organizations, he predicts a lot more "teamwork and surrogate activities as substitutes" for promotion.

Additionally, the notion of lifetime tenure with one company, a formerly common belief in top corporations, is gone. "Any sense of going to a company and expecting to be with it the whole career is almost perverse," he says. Instead, new graduates can expect multiple careers and multiple employers, which is a radical change from their parents' experience.

The long-term trend is to put literally everything on contract lease, he says. "It started with land, buildings, furniture, Kelly Girls, now you can even lease a CEO." One result, he says, is that a young person, after a few years of corporate work, may find it

attractive to break out into his own consulting or service firm.

5. Dual careerism

Most of the students graduating today probably grew up in stereotypical families where, even if the mother worked, chances are the father's career came first, says Rosalie Smith, president of Dynamic Communications, Training & Consulting, a West Hartford, Conn., consulting firm. But now, a preponderance of the workforce is made up of dual-career couples.

The rise of working women is a mixed blessing, however. On the positive side, two income households mean that young professionals can expect to exercise an unprecedented degree of flexibility. "No matter how benign the company in old days, if you were the sole breadwinner with a family and a mortgage, you were under the thumb of the employer," says Coates. "Now, with two incomes, you are more independent."

On the negative side, however, the boundaries between career and personal life are blurring. More than half of all mothers have jobs, and child-care responsibilities tend to fall disproportionately on them, numerous studies have found. It's what Berkeley sociologist Arlie Hochschild calls "the second shift."

CITIES FOR THE '90S

Based on current trends, real estate consultant Chris Leinberger sees five cities offering the best employment opportunities for the next decade. They are: Los Angeles, Seattle, Houston, Detroit and Washington, D.C.



For the best opportunities in the country, the #1 and perennial champ is Los Angeles and, within its metropolitan area, Orange County and the western San Fernando Valley. In the '90s, Riverside and San Bernardino counties will also show dramatic growth. "This is the fastest-growing metro area in terms of generating total jobs by a factor of three, adding 150,000 to 200,000 a year during the '80s," says Leinberger.



Second place, generating between 60,000 and 70,000 a year, depending on the time frame during the '80s, has been Washington, D.C. Aside from housing the nucleus of the federal government, D.C. is home to thousands of small but growing service companies.