

## **Missing Infrastructure in Career Advisory: Diagnostics**

The career services industry has expanded significantly over the past decade. Resume writers, coaches, consultants, and advisors now serve professionals across nearly every industry.

Yet despite that growth, one critical element remains missing from many advisory practices.

Diagnostics.

In most professions that guide people through high-consequence decisions, diagnostic analysis comes first. Doctors evaluate symptoms before prescribing treatment. Attorneys analyze cases before recommending legal strategy. Financial advisors assess risk tolerance before designing investment plans.

Career advisory work, however, often begins immediately with solutions.

Resumes are rewritten. LinkedIn profiles are updated. Job search strategies are discussed.

But the underlying situation is rarely analyzed with the same rigor.

### **Why Diagnostic Thinking Matters**

Every career situation involves a unique combination of variables.

Professionals may be navigating leadership transitions, industry disruption, stalled advancement, reputation challenges, or major organizational change.

Without structured evaluation, advisors may address the visible symptoms while missing the underlying strategic issue.

### **Surface Problems Often Mask Strategic Ones**

A professional may believe their challenge is a weak resume. In reality, the underlying issue may involve unclear leadership positioning, misunderstood career narrative, or industry perception barriers.

When those deeper issues are not identified early, advisors may produce documents that appear polished but fail to change the professional's market position.

### **Diagnostics Change the Conversation**

When advisors begin with structured diagnostics, the nature of the engagement changes.

Instead of immediately producing deliverables, the advisor first evaluates the professional's market positioning, leadership signals, industry environment, and strategic risks.

Only after these factors are understood can meaningful recommendations be made.

### **Building a More Professional Discipline**

Career decisions influence income, leadership opportunities, and long-term professional reputation. They deserve the same level of analytical rigor found in other advisory professions.

Diagnostics provide the foundation for that rigor. They transform career advisory work from reactive problem solving into structured strategic guidance.

As the profession continues to evolve, this diagnostic approach may define the difference between transactional services and true advisory expertise.